

Well North



**Inspiring lasting change
in our communities**

Well North Legacy Report 2019

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Sharing our story – the Well North timeline

Spring 2014

Professor Aidan Halligan shared his ideas with colleagues about starting a new movement to improve the health of the poorest people fastest, across a number of communities. Aidan and his team created a plan to deliver Well North.

Summer 2014

Public Health England considered a bid for funding to support Well North, and awarded £9 million to cover the first three years.

Winter 2014/15

Recruitment of a team to set up and run Well North, led by Chief Executive Sam Tunney.

April 2015

First three Pathfinders joined Well North – Well Doncaster, Well Oldham and Well Sefton.

April 2015

Death of Aidan Halligan.

Summer 2015

Review of Well North's progress and development of new vision and thinking for moving forward under new leadership.

September 2015

Lord Andrew Mawson appointed Executive Chairman.

January 2016

Next three Pathfinders joined Well North – Well Bradford, Well Halton and Well Skelmersdale.

September 2016

A further two Pathfinders joined Well North – Well Newcastle Gateshead and Well Whitehaven.

April 2017

First Well North annual report published.

January 2018

Well Sheffield and Well Rotherham completed the line-up of ten Pathfinders.

April 2018

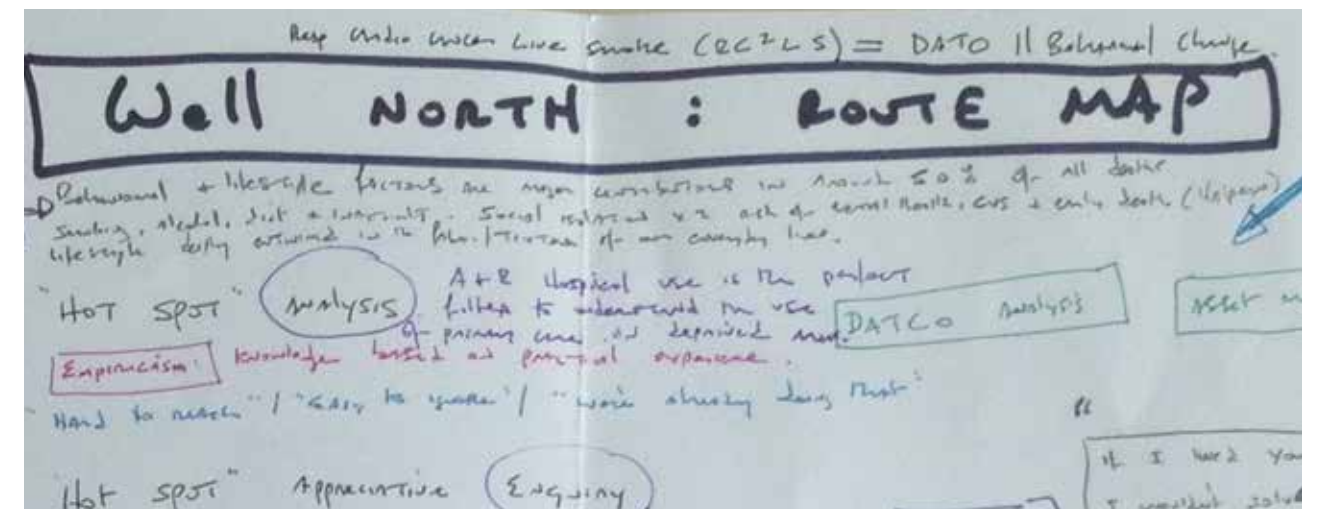
Second Well North annual report published.

March 2019

At a special event, Pathfinders, the Hub team and Well North partners celebrate the programme's achievements.

April 2019

Well North Enterprises takes forward the programme's legacy.



Aidan Halligan's original ideas for Well North

Reflections from our Executive Chairman and Director

I'm delighted to be able to share my thoughts about Well North and the amazing achievements of our ten Pathfinders. Over the past four years our unique approach has been the catalyst for unleashing healthier communities, where local people can live, work and thrive.

Spending a lot of time with our Pathfinder teams, I've seen the difference Well North has made on the ground. To unemployed people who have gained new skills and the confidence to apply for jobs or set up their own businesses. To families who are learning to grow and cook healthy food together. To people isolated by ill-health or age who are now involved in community groups and activities. To young people who have been inspired to follow their dreams of a career in science or technology.

And looking beyond these individual stories, Well North has been about joining the dots and breaking down barriers at a community level. We've brought people together to have challenging conversations and encouraged local authorities, the NHS, business, the charity and voluntary sectors to collaborate in totally new ways. Innovation and enterprise, access to green spaces and leisure facilities and community cohesion are all key factors in promoting health and wellbeing.

I'm immensely proud of what Well North has achieved, and want to pass on my personal thanks to everyone who has supported the programme: our Pathfinder and Hub teams, partner organisations, Public Health England, our funders, business partners and advisers. And I feel very positive that everything we have learned and shared will have a lasting legacy through the Well North Enterprises team.



Lord Andrew Mawson
Executive Chairman



Mick Hanratty
Director

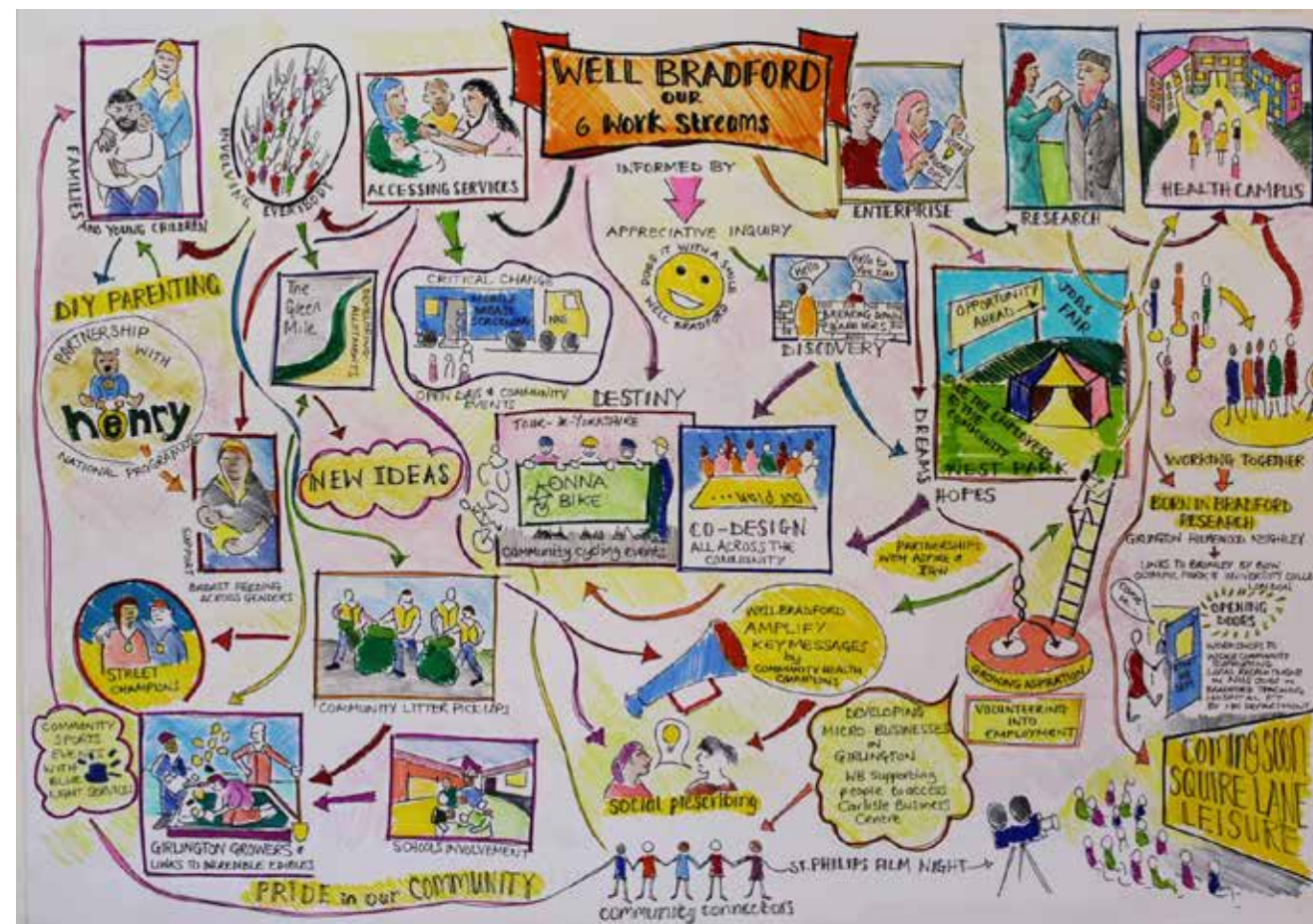
The word legacy conjures up the idea of completion, the end of something, the running out of road, the full stop. And this, our Legacy Report, fulfils a little of those expectations, as we reflect on people, actions and outcomes over the last 12 months and beyond. However, for me, a legacy is better thought of as something you can learn from and pay forward to the future.

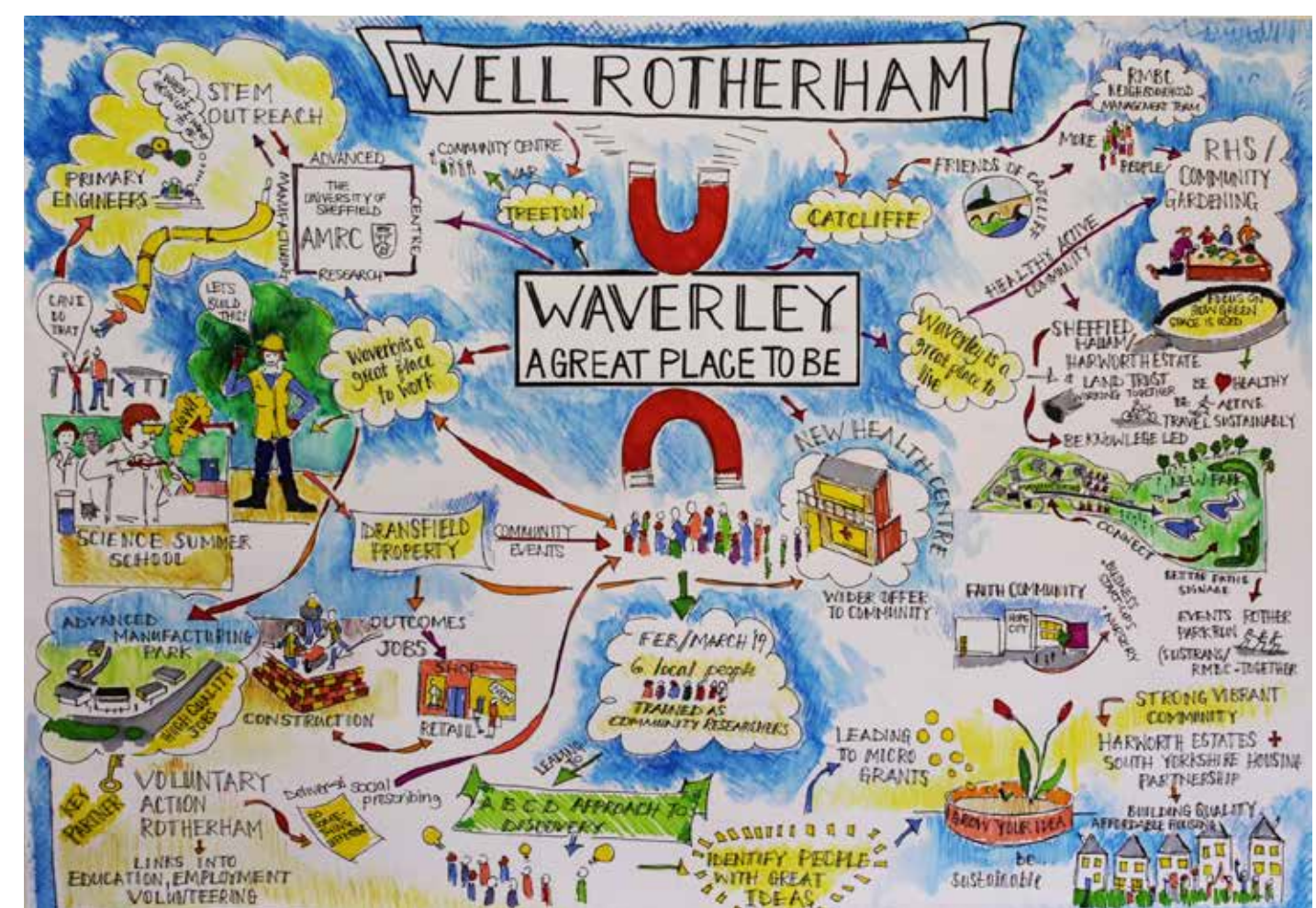
From an idea, to a concept, to mobilisation, to a movement, for four years Well North has changed lives, brought health and prosperity in challenging locations, unearthed great practice and greater people – and a whole lot more.

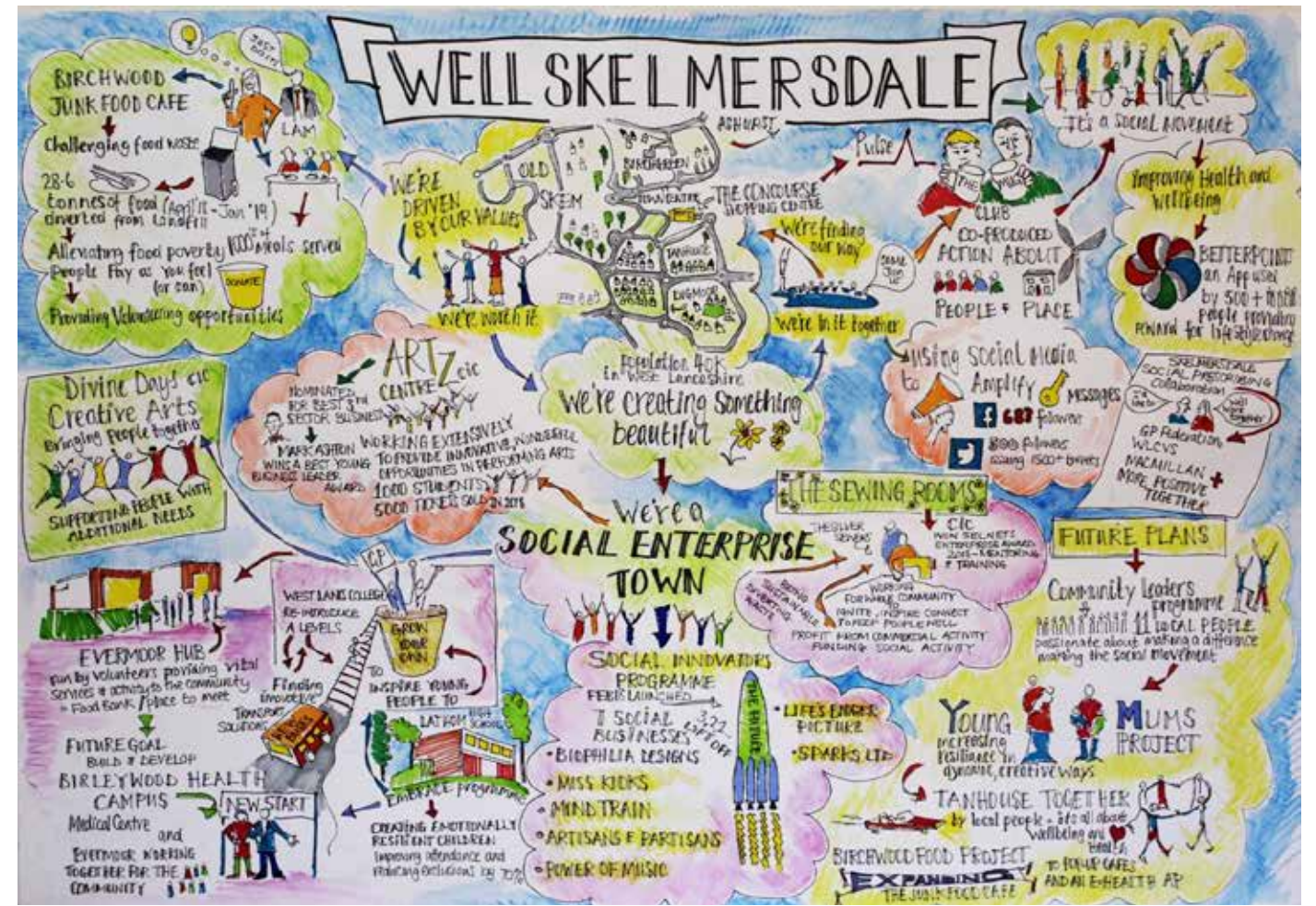
A journey of changes and challenges, a journey I have been on since 2015. And for the last six months it has been my absolute honour to have been custodian of the Well North flame as the programme completes; working with brilliant Hub team colleagues and great Pathfinder partners.

So while this report reflects on the present programme coming to a close, I believe it also shows a legacy, a new strong flame being passed to the future through Well North Enterprises. A legacy which the whole of the Well North movement, past and present, can feel justifiably proud to have ignited.

Helping communities to shape exciting futures







Well Bradford

Well Bradford is anchored in an NHS Secondary Acute Foundation Trust, jointly funded by three local partners – Bradford Teaching Hospitals, City of Bradford Metropolitan Council, and the local Clinical Commissioning Groups – who match fund the national contribution. The hospital and our other partners in the city recognised the need for a different way to tackle inequality in health and wellbeing was needed if the root causes of ill health are to be significantly reduced, ultimately lessening the requirement for acute interventions.

The Pathfinder has three areas of geographic focus – Girlington (Inner-city Bradford where people are predominantly Pakistani/Kashmiri in origin), Holme Wood (a 10,000 house estate 90% white British, but with a significant traveller population) and Keighley (an ex-mill town on the outskirts of the district with two significant ethnic minority communities Bangladeshi/Pakistani and growing Eastern European population and a majority white working class community. This geographical location is the only one out of the three containing significant pockets of affluent white people).

Basing the Pathfinder at the hospital has given Well Bradford considerable ‘convening power’,

access into NHS services and a degree of kudos with local people and organisations operating in these areas. However, the practicalities of NHS governance (set up to deal with significantly larger programmes) are a significant challenge. There is support from senior leaders within the hospital for the project – but they have a separate mandate to deliver high quality acute care which will always be their point of focus.

Overall our Pathfinder is improving local provision and assets, helping local entrepreneurial individuals achieve goals that could not have achieved without us and bringing fractured communities together using ‘Better Health and Wellbeing’ as the organising principle. Basing the project with an Acute Foundation Trust has flushed out the pros and cons of adopting this approach.

Highlights and achievements

Girlington

Well Bradford started in Girlington and has made significant progress. We are now working on three large asset-based projects, including the procurement of a wellbeing centre and new swimming pool that will be used by the local community and NHS staff, 24 hours a day. We are supporting

various local health initiatives, activities and events and found local heroes to back through grant money and peer-support and promotion.

We offered a grants programme to local voluntary and community organisations aligning to one or more of Well Bradford’s priorities from our action plan. This has enabled local organisations to promote self-care and wellbeing, connect communities, positively impact the life of Girlington residents, nurture local enterprises and develop the skills and confidence of the community. It’s also an opportunity for organisations to work more closely with Well Bradford on future initiatives.

The grants enabled organisations to implement 17 proposals valued at £51,641, which focused on delivering sustainable ventures solely for the benefit of the Girlington community. In addition to the monetary investment, further benefits included high levels of community engagement. Due to strong word of mouth and promotion through various communication channels, 57 applications were received in total across the 3 rounds. The grants programme created a platform to deliver services in Girlington for these organisations, which were either not available or not identifiable previously.

Well Bradford has helped give Girlington the opportunity to begin to make real change happen, and feedback is encouraging:

“I am inspired by the positive energy to create a long-term change and leave a meaningful legacy, you are the glue – so thank you.”

Akhlaq Rauf MBE, Community Champion, Girlington.

“I am motivated to encourage people to get moving and more involved.”

Jenny Horton, Little Lane Church, Girlington

Volunteering opportunities:

within Well Bradford these have also benefited the community by building aspirations, getting people back into work or in to further education. Three of our volunteers who had never worked before successfully went on to gain full time employment and one went back to college to complete their degree in Health and Social Care.

Communicating through films:

Well Bradford has funded six short community-led films about the people and health in Girlington. The films have been co-designed in partnership with a host of local organisations and residents including schools, an exercise group, allotment projects, community centres and local churches and mosques. Each film emphasises a core health and wellbeing message, and they are available to be shown within local venues such as GP practices, schools and other community settings.

Clean Girlington: Well Bradford, in partnership with the local authority and other local organisations, has been working to create a cleaner environment in Girlington. Several organised litter picks/clean up days in hotspots were organised with local partners across the sectors in days of action, enforcement and education.

The Girlington Green Mile

Route: the Green Mile walking route has evolved through community consultation and will connect key sites within Girlington. The community have welcomed the development and there is keen interest in supporting the scheme. The project was concluded with a guided walk in September 2018 of the preferred route with colleagues from the council, councillors, key partners and local residents. Plans are in place to implement the route by summer 2019.



Tree and bulb planting in West Park:

Girlington Community Centre, in collaboration with the Landscape Department at Bradford Council, hosted a successful community tree and bulbs planting event in West Park, Girlington. The Centre received funding through the Well Bradford grants programme, and saw around 25 local families and children, partner organisations and colleagues participate. The event was organised to coincide with National Tree Planting Week and forms part of the wider ‘health campus’ work stream. Participants expressed a keen interest in seeing similar events and activities in the area, particularly ones which engaged the younger generation and left a legacy.



Bonfire Community Awards

Ceremony: The Bonfire period traditionally has seen a small minority of the community try to take advantage of the already stretched resources of the emergency services and engage in anti-social behaviour and criminality. In 2017, Girlington was one of several areas within Bradford that saw the worst of this type of activity. Well Bradford acted as a convening power, and provided funding to support a range of activities which acted as a deterrent to negative behaviour. It was also an opportunity for Well Bradford to showcase our commitment to supporting the good will in Girlington. West Yorkshire Police, Fire Service and Bradford Council subsequently hosted an Appreciation Evening in December 2018, to thank Well Bradford and local volunteers from different organisations who had given up their time over the Bonfire period.



Round	Opening date	Closing date	Number of applications	Number of successful applicants	Amount awarded (£)
1	4 September 2017	13 October 2017	23	7	£20,212
2	29 January 2018	2 March 2018	12	4	£13,134
3	16 April 2018	18 May 2018	12	6	£18,295
Totals			57	17	£51,641

The Neighbourhood Policing Teams organised enforcement patrols which encouraged the reporting of environmental anti-social behaviour, as well as recycling and social responsibility awareness campaigns. Information has been cascaded through networks and at community forums and events to raise awareness of Council services and to promote active citizenship.



Celebrating 70 years of the NHS in Girdlington:

Well Bradford teamed up with Bradford Royal Infirmary, Cycling UK, ONNA Bike and a wide array of other community organisations to organise and host the #NHS70 in West Park, Girdlington. The event was really well received by the 500+ attendees, with lots to do including face-painting, bouncy castles, bike rides, arts and crafts, food, information stalls and more. Feedback from local residents was that they had never seen an event

like this in the park, bringing so many people together to celebrate such a worthy cause. All proceeds raised were donated to the Bradford Hospital's Charity, helping to fund medical research and improve patient services.



A key element of successful delivery in Girdlington has been the solid governance arrangements, with a dedicated management group (of funders and local activists) and a steering group, reporting to the existing Bradford Integration & Change Board, which brings together the most senior leaders from across Bradford and Districts to agree common purpose and hold each other to account. This has allowed all the major health and wellbeing institutions to fully contribute to this part of the project.

Holme Wood

Well Bradford is supporting the community on the Holme Wood estate to actively engage, by funding various initiatives and encouraging the community council to have health and wellbeing as a focus for its work. Local community leaders and the local authority worked together to host a joint 'love your community' event on Valentine's Day 2018, which was attended by over 230 local residents. We also opened the community centre over the Easter holidays and offered activities for all ages.

We are looking to raise esteem on the estate by bringing a semi-professional women's football team (Bradford Park Avenue Ladies) to be based there, which involves refurbishing the local football pitch. We are mentoring a local CIC play scheme to open an outdoor play centre, and working with partners including the British Army to open up a gym on site. Building on the local love for horses, we are talking to the British Horse Racing board about extending stable lad employment opportunities for local children.



Keighley

In Keighley, we have made our initial enquiries about where we can meaningfully contribute and have started with two projects:

- supporting a local couple to start a 'park run' in the town from July 2018
- considering ways to work with the Keighley Pathways project, a drop-in service for people facing crisis who would usually end up in mainstream services, which we may choose to accelerate if they can prove impact.



The park run has been a huge success; in the first two months it averaged 257 runners a week. A further 206 people ran, jogged and walked the course, of whom 84 were first timers and 50 recorded new Personal Bests. Representatives of 24 different clubs took part. We are particularly encouraged by the active involvement of local doctors.

Our funding and future plans

In 2018, Well Bradford successfully applied for the remaining funding tranches from Well North. This has allowed the programme to focus on working with local communities to identify priorities where investment would make the most difference and importantly where sustainable improvements can be made. Expenditure to date includes the following activities:

Activity in 2018	Funding provided
Girdlington Grants Programme	£51,641
Girdlington bike ride	£2,400
Girdlington residents videos	£5,000
Holme Wood Activity Week	£5,000
Keighley Park Run	£1,500
Holme Wood 12 Week Activities	£26,000
Girdlington Green Mile scoping	£15,000
Programme management/ staffing across all 3 areas	£164,000

In 2019, we are looking to allocate funding to support projects including the Girdlington grants programme (£68,000), the Girdlington Squire Lane leisure centre development (£30-50,000), the Girdlington Green Mile, the Whetley Mill development and setting up a grants programme in Holme Wood, plus £142,000 for programme management/staffing across all areas.

The expenditure in 2019 will ensure Well Bradford leaves a lasting legacy that continues to benefit communities into the future. The Well Bradford programme has focused on establishing work streams within Holme Wood and Girdlington, while also undertaking preparatory work within Keighley. £60,000 has been spent in Holme Wood developing the range of health and wellbeing activities available to the community.

Well Bradford also intends to increase the income available for investment within communities by partnering with local, regional and national organisations to attract match funding. The allocation of spend in 2019 is being finalised by the partners and aims to bolster, enhance and develop the people, places and spaces within Keighley, Holme Wood and Girdlington.

2018 has been a busy period of building relationships, agreeing priorities and getting stuck in.



2019 is an exciting prospect as we begin to see some real change in our first site, and lay the foundations for the next phase and new locations. We're determined to keep up the pace, and to deliver on our promise: Healthy Place, Healthy People.

Well Doncaster

Doncaster has a population of 304,000 and is the largest geography of any Metropolitan Borough in the country. It boasts lots of countryside and open space and excellent connectivity via road, rail, sea and air. Opportunities around employment, investment and tourism are growing at pace and there are many assets to celebrate.

Doncaster has received national recognition for previous schemes addressing community regeneration and health inequalities and has an established community planning approach that builds community capacity, supports families and promotes wellbeing. Despite these efforts there are still persistent inequalities compared to other similar areas and in some cases inequalities are widening. Further work is needed around ensuring every child has the best start in life, reducing high rates

of out of work benefits and increasing low rates of self-directed care. Healthy life expectancy is significantly lower than England and many people will spend their later years with ill-health.

Our approach

Well Doncaster follows an asset-based approach that recognises local people as the solution; that doing things with rather than to people is the best recipe for success in addressing these inequalities. Acting as a 'lightning rod' around which capacity building initiatives and community and universal services can align.

We recognise that everybody wants a quality home, a good job and a healthy life to enjoy with family and friends. We believe this can be achieved through vibrant and connected communities that improve lifestyles but also tackling debt, a lack of jobs and training,

poor housing and loneliness. Well Doncaster has worked to connect local people, health experts, public services, businesses, and voluntary and community groups eager to make a difference.

Well Doncaster took a geographical rather than borough wide approach, and focused on a key community, prototyping approaches and gathering learning. In 2015 a small ex-mining village of 4100 people called Denaby Main was selected as our area of focus.

Since 2015 using the Appreciative Inquiry model, Well Doncaster has spoken to over 800 residents of Denaby Main and these continued conversations with the community have identified local strengths and co-produced many solutions. Diverse plans are responsive and flexible in supporting assets in the area, creating a culture of enterprise, celebrating culture and local talents, making the

most of the physical environment, building on leadership in the community, and ensuring services are there for people when they need them.

Community involvement has been a strength, starting with the Appreciative Inquiry and continuing through visits, workshops and practical involvement. There has been progress in the range of social opportunities in Denaby Main and in the collaboration between new and existing groups. Local people

are stepping forward and developing leadership in the community.

A key ingredient to our work has been to take time to build relationships of trust with the community, leading to partnership working across a host of community interests and issues and ensuring those who want to be part of the journey can be.

Involving the community in all areas of the work and building strong relationships are two elements that have resulted in community-

led commissioning to address and support local needs, as well as work with partners as they develop ideas and interventions for the area addressing wider determinants of health.

We have been robustly evaluating our approaches and ways of working and have been focusing in 2018 on building relationship in four other areas of the borough so we can share and scale out the achievements in Denaby Main.

Highlights and achievements

Community Hub

A key part of the initial work in Denaby was establishing Denaby Community Library and Hub as a key asset for the community. Responding to the Appreciative Inquiry where residents lamented the loss of the library we worked with partners to reopen the library as a Community Hub and it has gone from strength to strength with the library open four days a week and being supported by six volunteers. Library staff and volunteers run activities for children and young people throughout the year and local community groups use the space to meet with b:Friend using the space one morning a week for older residents to come together with befrienders, People Focused Group (PFG) established Denaby Bumping Space offering peer support to all ages and Citizens Advice Bureau (CAB) deliver generalist advice one day a week. The community have come to see the Community Library and Hub as much more than just a library.

- Volunteer Library: **£12,557**
- Denaby Bumping Space: **£10,407**
- Citizens Advice Service: **£8,200**



Community Micro Grants

In 2016 we set up a Community Micro Grant scheme offering local community groups the opportunity to apply for up to £500 to support initiatives, projects and events. The micro grants applications are reviewed monthly by a panel of local residents who received training and confidently discuss what is already happening in the community, the potential impact of the proposal on the community and whether it is value for money. The scheme ended in summer 2018 and received 35 successful applications, ranging from gardening supplies to create community hanging baskets, to sports equipment for local football and cricket clubs to art supplies.

Outputs

- 41 applications
- 35 successful applications
- 10 Panel volunteers

Outcomes

- Development of local community groups
- Development of community spirit through increase in community events
- Volunteer opportunities

Cost: £22,000

Additional funding

Partnership working and coproduction are key component to our work and we have supported a large number of successful bids from statutory organisations, services and community groups bringing an additional total of £1.073 million into Doncaster. The projects and interventions tackle issues including social isolation, employment and training, heritage, physical activity, health eating and community events and celebrations.

Bumping Space	People's Health Lottery	£24,000
South Yorkshire Housing Association	Big Lottery and European Social Fund	£54,000
Heritage Project	Esme Fairburn	£78,000
Connecting Communities, Improving Lives	Arts Council England	£500,000
Economically Disadvantaged Communities	Sport England	£100,000
Volunteer for Health	Reaching Communities	£13,000
Power to Change Communities Business Fund	Reaching Communities	£300,000
Small community Investments		£4,000

Allotments

2017 saw the establishment of Friends of North Cliff Allotments and the group successfully applied for funding to develop the site and hold events to engage with the community. A programme called Shed Heads operates from the site where residents can engage in wood working – it is run by a local volunteer. A highlight was the incredibly successful Winter Wonderland event in December 2017 with nearly 500 people attending, 360 of whom were children from local schools and nursery's.

The site continues to develop through ground works and clear ups. Two local schools visit the site as part of their curriculum and fruit and vegetables grown on site have been donated to community groups where it is cooked and provides a hot meal to residents. A small orchard has been planted on the site with fruit trees donated by Landscape Partnership and planted with the support of volunteers.

Outputs

- Allotment meetings held every six weeks supported by local community team and Doncaster Metropolitan Borough Council allotments officer and volunteers
- Support community organisations with produce
- Enhanced school offer

Outcomes

- Volunteer opportunities
- Community engagement events
- Development of community asset.

Cost: £800 (Offset by funding bids and donations by businesses)



Garage 32

Garage 32 was initiated by a passionate Denaby resident and Housing Officer from the local social housing provider St Leger Homes, who saw large amounts of household furniture being skipped after tenants vacated properties. Any fit for purpose furniture and white goods left in properties in Denaby was stored locally in garages and then donated to tenants in need. The project started with just 5 garages in November 2017 and now has 10 garages. Stock doesn't stay long and other areas of the borough have contacted the programme requesting to access the furniture.

£28,000 has been allocated for 2019-20 to cascade the project into the

new areas, with £10,000 allocated for 2020-21 to match fund with St Leger Homes and support external funding applications.

Outputs:

- Two staff members PAT testing trained
- Reduction in 11 skips - which equates to £4,400 in savings and over 10,000 kilos in waste
- 78 tenancies sustained as tenants could not have afforded to furnish the properties.

Outcomes

- Cross agency partnership working
- Development of staff.



Get Doncaster Enterprising

In August 2017 Well Doncaster commissioned local social enterprise Aspiring2 to deliver 'Get Denaby Enterprising', an approach which offers tailored, low level, one to one business start-up and enterprise support in response to high rates of unemployment due to health conditions. To help people start thinking about enterprise, Aspiring2 successfully applied for a Community Micro Grant and initiated the £10 Challenge where residents and community groups were given £10 to raise as much money as they could for the charity or good cause of their choice and they return the £10 at the end of the challenge. With 34 participants and a total investment of £340 there was a total profit of £1385.64 through handmade crafts, baking and holding community events for 15 good causes, leading to a 407% return on investment.

Building on this momentum Aspiring2 rolled out a series of workshops supporting budding entrepreneurs to develop their business ideas, access support around marketing, tax and book keeping leading to a business plan and an opportunity to apply for a Well Doncaster funded Start-up Micro Grant of up to £500, the panel of which is made of local business owners.

An important part of 'Get Doncaster Enterprising' has been

the establishment of a Business Club which has gone from strength to strength as new and established business owners meet once a month to support each other and network.

Aspiring2 have also been working with local secondary school De Warrene Academy to cultivate an entrepreneurial spirit among pupils by running a community event for local residents celebrating the Royal Wedding. Working with school departments and local community groups, the pupils created a company to plan the event, manage the budget and support the event on the day.

The contract was extended in 2018 and expanded its coverage outside of Denaby Main to include the four new areas of opportunity and has seen similar success and uptake as residents from across the borough have responded to the approach.

Outcomes

Year 1: Denaby

- 71 local people have engaged with our service
- 24 people are trading
- 29 have completed our courses
- 22 regularly support our monthly business club
- 17 have had support with book

keeping and HMRC registration

- 20 have had support with business planning
- 18 have had logos designed
- 7 have received in-work benefits advice
- 17 start-up micro grant applications have been approved
- 11 students for local secondary school set up an events company and ran a afternoon tea party for the Royal Wedding

Year 2: Across the borough

- 19 receiving 1:1 support
- 27 attended workshops
- 5 Barrier Buster Grants
- 6 registered with HM Revenue and Customs and trading.

Contract: £32,000 over 12 months



Our plans for the future

Well Doncaster funding is profiled until March 2021 and it will continue working in Denaby and draw on learning as it expands its reach into four other wards in the borough: Edlington, Balby, Bentley and Stainforth. As we understand each community's priorities we will continue working with partners to address them innovatively and be driven by the voice of the community.

Well Doncaster's approach is highlighted as a key building block of

both Doncaster Health and Wellbeing Board's prevention framework and the local place plan and is a corner stone in the council's approach to tackling health inequalities. This means the approach has been mainstreamed and is a key influencer in decision making.

At a micro level we've been working with Cormac Russell adopting the ABCD approach and with Prof David Best to implement inclusive city approaches. At a macro level we are discussing with Well North Enterprises the

overlaps between Well North and Doncaster's aspiration of a university city. The approach is also described as community wealth building in Doncaster's inclusive growth strategy, again identifying this approach as a key building block and a candidate for mainstream funding.

We will continue our commitment to robust and innovative approaches to evaluation and will be working to raise the profile of the learning we have gathered through publishing and sharing its findings.

Well Halton

The borough of Halton is 16 miles outside of Liverpool and is made up of the towns of Runcorn and Widnes. The towns are separated by the River Mersey and have distinct cultures and histories. Both towns have areas of high deprivation and poor health, but Halton also has many great assets, wonderful green spaces, passionate leaders and a vibrant community sector.

Adopting an asset based approach, Well Halton selected particular neighbourhoods and worked with the community to identify the assets, opportunities and potential connections around them. Work started in these neighbourhoods has led to a wide range of projects involving over 30 partner organisations from multiple sectors.

Highlights and achievements

Well Halton has done some incredible things over the last two years, these include:

- Developing a partnership with the Science Technology Facilities Council (STFC) which has led to over 3000 STEM engagements
- Partnering with the world famous Widnes Vikings Rugby Club on an employment project that's completely different!
- Learning from Well Skelmersdale and then successfully duplicating their Sewing Rooms project to create Sew Halton.
- Teaming up with Runcorn Shopping City to launch the Youth Zone and other community areas.
- Supporting our veterans community to develop a bike upcycling project, a furniture upcycling project and find a new base.
- Supporting Power In Partnership's unique approach to work with NEET young people.
- Building community growing areas at Children's Centres and nurseries. Resulting in an Ofsted 'outstanding' for Holy Spirit Nursery.
- Winning Innovation Awards at the North West Coast Research & Innovation Awards in 2018 and 2019.
- Working with Company Shop to open the first 'Community Shop' in the North West.

with people from our target neighbourhoods.

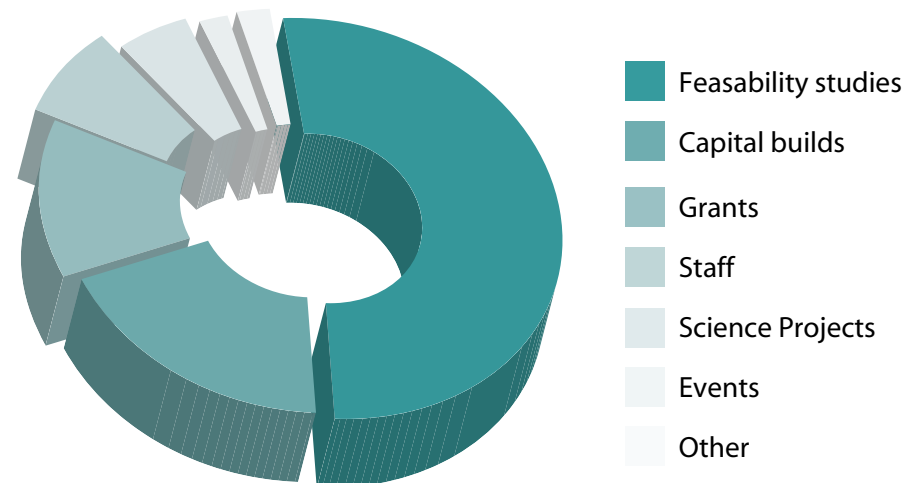


How we used our funding

Well Halton has used the vast majority of its funding to pump-prime community projects. Grants and capacity building support have been given in various ways. In total 32 community projects have been created. Well Halton has also contributed to feasibility studies and capital works, that will bring new assets to the community. In addition, Well Halton used some of its funding towards the cost of key staff. All of these staff were Halton residents seconded from their existing posts.

The table below shows the breakdown of how Halton's tranche 1 and 2 funding allocations were spent.

Feasibility studies	£30,000
Capital builds	£76,000
Grants	£210,000
Staff	£50,000
Science Projects	£20,000
Events	£6,000
Other	£8,000



Examples of Well Halton's work



Runcorn Veterans Association
Halton has a very large veteran community. Well Halton teamed up with Runcorn Veterans Association (RVA) to run a number of up-cycling projects.

Well Halton inputs

£10,000 capital items /rent. Capacity building support

Additionality

£5,000 worth of bikes and support from Cheshire Police

Outputs (Bike)

- 9 veterans trained in bike repair. 83 bikes upcycled.
- 31 young people given a bike.
- 52 bikes distributed to veterans/community members who needed transportation for work or training.

Outputs (furniture)

- 27 veterans volunteered 3200hrs, 117 pieces of furniture upcycled.
- 68 families supported.
- 60 tonnes of landfill avoided.

Outcomes

All 27 of the veterans reported increased well-being, 9 of the veteran volunteers gained employment.

Impact

- 9 veterans into employment – ¹£158,000 in wages added to the local economy and saves the state ²£108,315
- 27 veterans reporting increased wellbeing scores

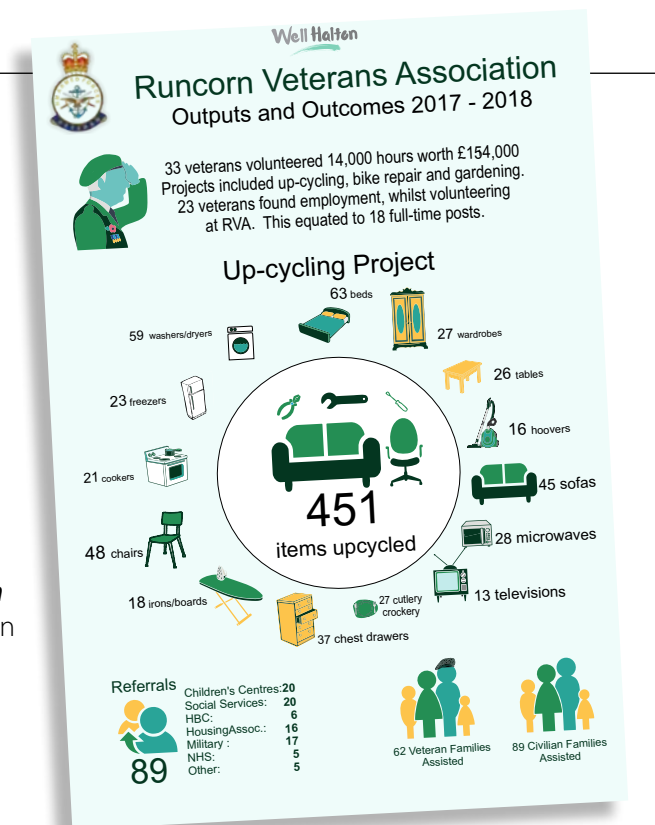
Sustainability

Well Halton will continue to support the veterans. New partners such as Veterans HQ (a regional veterans organisation), will work with RVA to access additional resources such as Covenant Funding. The veterans will also expand their paid enterprises such as house clearances.

In January 2019, Well Halton assisted RVA in finding a new base that can house their varied activities.

¹Median Wage (non self-employed) - £26,400 per annum (ONS 2017)

²Public Health England estimate saving of £12,035 per person into work. www.gov.uk/government/news/improving-work-health-for-a-healthy-economy



Halton Science Partnership

Well Halton acted as the catalyst that has connected local communities to the Daresbury Technology Campus, a world class facility that sits within the borough. Partnering with STFC and local science based social enterprises such as Farm Urban and MakoEducation, Well Halton has connected the science community to eight local Children's Centres and ten local schools

Well Halton inputs

£10,000 funding, community insight, connection to communities.

Additionality

£70,000 of staff and resource by STFC and partners

Outputs

2 large family events, 900 people attended, School Space week involving 1596 children from 10 local schools. 361 space events.

Impact

The number of children who wanted to be scientist or engineer increased from 27% to 42% after taking part in Space Week

The number of children who had thought about going to University or doing an apprenticeship increased from 33% to 45% after taking part in Space Week



Sustainability The partnership continues to flourish and is currently engaged in a new project involving our 10 primary schools. STFC have resources to allocate to the work. In addition, STFC's partnership with Well Halton, puts them in a stronger position to secure additional funding.

Widnes Vikings – Wellness Through Employment (WTE)

WTE uses the unique environment of the Halton Stadium and the Widnes Vikings Rugby Team, as a fantastic environment to support the long-term unemployed. Classes are run at the stadium alongside professional rugby players. C.V. writing, interview techniques and basic skills training are all available.

Well Halton inputs

£30,000 to support 2 years running costs. Supported additional applications

Additionality:

£50,000 from other sources such as WEA and The Rank Foundation.

Outputs

104 sessions delivered, 66 participants in first year

Outcomes

- 46 participants gained an NCFE Level 1 in Employability skills.
- 20 participants gained an NCFE Level 2 in Employability skills.
- 10 participants gained full-time employment.
- All participants showing increased work readiness.



Impact

- ¹£264,000 in wages added to local economy (ONS 2017).
- ²£120,350 state savings annually.

Impact

- ³£56,000 saved per young person no longer NEET (Coles et al).
- £672,000 potential saving for all 12 participants.
- 3 employed adding £40,000 to the local economy.

Sustainability Well Halton has worked with PIP to calculate the SROI of their work, this data will put them in a stronger position to attract funding and commissions.

Power In Partnership (PIP)

PIP is a locally run social enterprise that aims to improve outcomes for young people not in education, employment or training (NEET). Well Halton has supported PIP in the development of Healthy Futures, a project that works with young people facing extreme barriers.

Well Halton inputs

£7000 towards class costs.

Additionality

£10,000 of resources sourced by PIP

Outputs

- 6 NEETS recruited to course.
- 1, 6 NEETs recruited to course 2 (ongoing).
- 150 sessions held, 750 hours of tuition/support.

Outcomes

All 12 no longer NEET, (of the first 6) 3 went into employment, 2 went to college and 1 has entered another PIP course. All 12 have shown a significant shift in well-being scores.

Sew Halton

Sew Halton uses textile craft as a platform to build skills, increase confidence and reduce fabric waste. The project is based upon a similar idea from Well Skelmersdale. Sew Halton is based in Runcorn Shopping City and is a registered Community Interest Company (CIC).

Well Halton Inputs

£7000 grant for capital items. Capacity building support. £10,000 grant towards year 2 running costs.

Additionality

£7000 Match funding, coaching from Well North. Support with venue from Runcorn Shopping City. £16,000 grant from WEA.

Outputs

17 textile craft courses delivered, 132 participants trained, 26 people volunteered 1800 hours between them.

Outcomes

- 200 coats up-cycled and distributed to local children.
- 45 Certificates in basic machine sewing awarded.
- 98% of participants improved their well-being scores.
- 5 tonnes of fabric waste avoided.

Impact

Sew Halton's SROI was measured as part of a 'Halton Healthy New Town Report'. It found, for every £1 invested £5 has been saved by the state. This gives a social return on investment of £200,000 to date.

Sustainability

Sew Halton has begun to produce its own products. In addition it



has developed a close working relationship with the DWP and local council. Well Halton will support the social enterprise to develop a varied funding mix.

'Harry Dunsford 'Sew Halton Economic Analysis' commissioned by NHS England as part of Halton Healthy New Towns.

Shopping City Partnership

Shopping City have been Well Halton's main private sector partner. They have adopted the Well North philosophy and have created a community focussed atmosphere that is improving the town. Shopping City have allocated space to a number of local projects including Sew Halton, Art Hub, clothing collections and many others.

Well Halton Inputs

Connecting Shopping City to community partners such as Well North, Public Health, Young AddAction, Runcorn Amateur Boxing Club, STFC and many others.

Additionality

Shopping City have committed large amounts of staff time, allocated disused space and have committed their own resources to changing the centre.

Outcomes

Creation of Art Hub, Dance Studio, training rooms, Sew Halton, Youth Zone, table tennis hub and

community collection points.

Outputs

1000s of people engaged. 60,000 clothing items collected and distributed to people in need.

Impact

Increased sustainability for community projects. Potential for further partnerships

Sustainability

Shopping City have adopted the community approach and will continue work in this way.



Our plans for the future

Well Halton has been successful in connecting a diverse range of assets and partners across the borough of Halton. The Well Halton way of working will be embedded into the Halton Systems and will help to inform new approaches such as One Halton and Healthy Streets.

Halton NHS Clinical Commissioning Group will continue to house the post of Well Halton Project Manager. The aim of this role will be to support the Well Halton projects already created and to work with partners across all sectors to maximise outcomes.

In 2019 Well Halton has already found the veterans a new base, extended Runcorn Boxing Club's

Gym, secured a site for Community Shop and launched another science project with the 10 schools.

¹Median Wage (non self-employed) – £26,400 per annum (ONS 2017)

²Public Health England estimate saving of £12,035 per person into work. www.gov.uk/government/news/improving-work-health-for-a-healthy-economy

³(Coles et al (2010)) 'Estimating the life-time cost of NEET: 16-18 year olds not in Education, Employment or Training' 2010

Well Newcastle Gateshead



Highlights and achievements

Well Newcastle Gateshead Arts Fund

The Well Newcastle Gateshead Arts Fund Programme supports projects with a focus on the arts, health and wellbeing across our four target communities. Applications can be made at any time for up to £10,000 in any one year.

The fund was designed to enable projects that:

- improve wellbeing in their communities
- help to develop resourcefulness
- increase levels of skills and engagement
- give people access to knowledge
- develop a sense of place and connected communities

- reduce social isolation
- have credible legacy plans to continue their work into the future.

The fund has successfully brought together a range of local artists, community, voluntary organisations, health, education and care services to deliver projects to make our communities vibrant, connected and healthy places to live.

Community Engagement

We regularly hold Community Conversations in each of our four target communities with the participation of artists, community groups and representatives from each local authority to discuss ideas for potential projects and promote the Well Newcastle Gateshead Arts

Fund. To date, we have held five events which have facilitated fruitful partnerships and sown the seeds for the development of a number of local projects.

"It's been a lovely opportunity to connect with like-minded people, to share ideas, joined up thinking and shared commonality." Comment from participant at a Community Conversation in Inner West Newcastle.

Our projects

Since its launch, the Well Newcastle Gateshead Arts Fund has supported a number of projects in the inner west of Newcastle, Byker and Chopwell.

1. Inner west of Newcastle

My Story, My Place, My Future

The West End Schools' Trust (WEST) is a collection of seven primary schools in the west end of Newcastle. Their vision is to enable every learner to achieve the best that they can. Well Newcastle Gateshead collaborated with WEST to create a 'family reading together' project in the autumn of 2017.

The project's aim was to support school readiness for children. It was anticipated that families could enjoy reading together whilst supporting their children with the transition to school. 'My Story, My Place, My Future' became the overall theme of the project.

Seven Stories were invited to assist with the programme. Seven Stories is a National Centre for Children's books and provide learning and participation programmes in schools to encourage reading. The trust teachers with Seven Stories practitioners chose a selection of books to read which complemented the theme of 'My Story, My Place, My Future'.

The children spent time in the classroom reading the seven chosen books. Then they and their families took part in a wider family reading together programme looking at different texts. In these sessions they read together and used 'props' to make the stories come to life.

The children and their families visited Seven Stories during the project so that they could see children's literature as an art form, with original work and manuscripts making exhibitions.

The children used their experience from the family



reading sessions and the trip to Seven Stories to inspire them to produce their own artwork in an exhibition at Newcastle City Library in the Spring/Summer of 2018, part of the Great Exhibition of the North.

The Twisting Ducks Theatre Company

The Twisting Ducks will deliver creative workshops to 105 children aged three to five, across seven schools within the Bridgewater West End Schools' Trust (WEST) to help explore feelings and behaviours as part of personal social and emotional development. The aim is to work with children and their families to help them



become more emotionally resilient and school ready.

Over 39 weeks starting in October 2018, The Twisting Ducks will plan and deliver a series of ten 1 hour-long creative workshops to children across 7 schools within the West End Schools' Trust. Parents, grandparents and carers will be invited to participate in the workshops to work alongside the children.

The workshops will use story-telling, signified play objects, dance/movement and drama to help children explore feelings and behaviours as part of their personal social and emotional development.

The sessions will be planned and delivered by an arts facilitator, two group members and a support worker. At the end of the project, the company will hold a participatory sensory arts event themed around 'emotional spaces'. Parents, grandparents and carers will be involved in planning and volunteering at the event, which will be open to the wider community.

Watch a video about the project here: <https://www.youtube.com/watch?v=TzV1IQRef0w>

Reviving The Heart of the West End/The Empty Space
 'Reviving the West End of Newcastle', in partnership with The Empty Space, is working with 20 parents in inner west Newcastle to enable them to deliver arts projects/ activities to children in the community. We estimate that the project will reach 600 people (12 projects led by participants, each reaching 50 people).

The Story Well: Mental Health Puppetry for at-risk Schoolchildren
 North East Wellbeing, who specialise in emotional wellbeing, have been working with primary schools in the inner west of Newcastle since September 2018. They are delivering a project using interactive puppetry to identify

emotional wellbeing issues in 3,240 children aged three to seven and develop early effective interventions for building resilience.

The project aims to de-stigmatise emotional wellbeing difficulties, engage children in creative learning and development through puppetry, and make targeted interventions with children identified as having emotional wellbeing difficulties. Partners in this project include Healthworks Newcastle, the Community Family Hub and 4M puppets.

To date, 357 children across eight schools in the West End of Newcastle have benefitted from puppetry workshops. 149 of these children have been identified as requiring further intervention.

2. Byker

Community Play

"I Have Seen the Enemy" will be a community play exploring themes of war, produced from spring to autumn 2019. During this period, community groups will create the play and Northern Stage will actively develop leadership skills across all aspects of the project.

The partners in this project are Avondale House, a residential home for veterans, refugee groups, Northern Stage and a theatre company from Bradford called Commonwealth. Well Newcastle Gateshead will be a catalyst funder for this project.

Arts and mental health

Tyneside Women's Health are delivering a pilot programme of 'taster' art activities for women affected by mental issues. The programme will provide opportunities for dance, drama, singing, poetry and creative writing and 60 women will benefit from the project. The project outcomes include a showcase event and the ability to market-test income generation from creative activities.



Sharing stories through dance

Company of Others is a dance theatre company led by an artist director/choreographer from Byker. The team will work with women living in Byker to record experiences of endings that have had a significant impact in their lives.

These experiences will be used to craft a production called 'Crackle. Dust', which will be performed at Byker Community Centre on 4th May 2019 for the women, their friends, family and the local community.

A call out is underway for 300 women to take part, and the project will enable the creation of an all female performance ensemble that will produce and perform further work in the future.

Reaching young people through artist collectives

St. Michael's Church and Community Cafe in Byker are collaborating with Skimstone Arts to develop artist collectives of young people.



In their 'Reaching Out' project, they will engage 20 isolated young people aged 16-25 to work together to create their own musical body of work. The project will culminate in the 'Reaching Out Festival', where participants will perform their work at selected venues.

The young artist collectives facilitated by the project will continue to develop and make work beyond the funded period for the benefit of the local community.

3. Chopwell

Community Centre Wall Hanging

Quick Crafters are an arts and crafts group who meet at Chopwell Community Centre. They will develop a wall hanging in mixed media, working with socially and economically disadvantaged adults and the aid of a professional artist.

The artwork will celebrate the life of the village, its landmarks and history. The piece will be displayed in autumn 2019 at the Centre and will depict points of interest around the Chopwell area, such as St John's Church, the soldier statue, the miners' wheel, the community centre and Chopwell woods.

The project will also 'refresh' the group and support its continuation by developing new activities that will appeal to a wider community. It is estimated that at least 18 people will benefit from the project

Encouraging creativity in Chopwell

Canny Chanters/Chopwell Arts will deliver a pilot programme of creative arts 'taster sessions' starting in spring 2019. Activities will include singing, dancing, painting, photography and film-making. There will also be a 'Meet the Artists' showcase of local arts and crafts artists. The project will benefit 500 people and outcomes include an annual Chopwell Arts Programme developed and co-designed by the local community.

Our funding

The Well Newcastle Gateshead Arts Fund has provided a total of £48,944 in project funding to local community and voluntary organisations: £26,987 in the inner west of Newcastle, £19,957 in Byker and £2,000 in Chopwell.

A total of £184,911 has been secured in partnership funding and in-kind support by funded projects, doubling our investment of £90,034 in our target communities to date.

The Well Newcastle Gateshead Committee has also recently approved five bids for projects in Chopwell, the inner west of Newcastle and Byker ranging from facilitating arts sessions for socially isolated adults, to the production of a play exploring themes around endings/closure with the participation of women who have experienced mental health issues. The total requested for these bids was £41,090.

Our projects are currently benefitting 2,580 people in our target communities.

Looking ahead, we are budgeting to spend £171,000 in total in each of our four target areas from 2017/18 to 2020/2. We will also allocate £20,000 funding towards an embedded researcher to evaluate our projects in 2019/2020.

Our plans for the future

Applications are expected from projects in the Felling area during spring, from organisations wanting to develop creative activities around story telling sessions in six nursery groups and working with children to develop community sculptures inspired by nature and displayed in public outdoor areas.

Our future programme delivery is ultimately defined by the community and will become more concrete over time as we receive and approve more bids from individuals and organisations working in our four target areas within Newcastle and Gateshead.

Well Oldham

As a co-operative borough, Oldham is committed to developing a co-operative future where residents, partners and staff work together to improve the borough and create a confident, healthy and ambitious place. In Oldham, it's about 'everybody doing their bit and everybody benefiting'.

Community involvement in Oldham means more than asking residents for their views. As one of the first Well North Pathfinders, we want to empower local residents to take greater control of their own lives, their health and their communities.



This is critical in our approach to growing and food – from grassroots to boardroom.

Growing Oldham: Feeding Ambition is our shared vision being delivered through:

- a whole-system **programme** and approach to food.

- an active and enabling **partnership**, joining-up networks and working together to coordinate activity.

Critical change moments

There have been a number of critical change moments that have shaped our local approach:

- Two day workshop – reframing our focus for Oldham from Holts and Lees to a borough-wide approach on food through Growing Oldham: Feeding Ambition (with a place-based approach continuing and increasing through Thriving Communities).
- Enterprise Immersion Workshop – identifying opportunities and ambitions for food/growing enterprise and providing a platform to consider proposals (this was the foundation for the Food Enterprise Fund).
- Crowdfunding for the Community Kitchen at Oldham Food Bank - raising £20,000+ for commercial standard facilities (used as an anchor for the Holiday Hunger provision to prepare and store meals).
- Visit to RHS Bridgewater Gardens – building links with key strategic partners, and inspiring leaders in Oldham around large scale sites.
- Veg in the Park Business Plan – approved alongside the Food Enterprise Fund as a 'stone that rolled' to invest in existing hubs.

There are five main priorities that guide this work and that support improved health outcomes, and we have commissioned visuals for priority areas to showcase the different activity going on.

1. MAKE IT PAY	ENTERPRISE – growing co-operative enterprise and entrepreneurs, increase profit in Oldham, support local economy
2. GROW MORE	PRACTICAL GROWING – within communities, at growing sites, invest in the place, bringing people together COMMUNITY CAPACITY – growing community assets, empowering residents to act, working co-operatively
3. SHARE MORE	TRANSPORT AND DISTRIBUTION – increasing access to fresh, healthy food for all, moving food across the borough
4. LEARN MORE	EDUCATION AND SKILLS – teaching skills, raising awareness, education on healthy food, knowledge and ability to choose a healthy diet WORKING WITH SCHOOLS – creating links and opportunities in partnership, educating young people
5. WASTE LESS	REDUCE FOOD WASTE – minimise waste, use surplus food, feed bellies not bins

Highlights and achievements

Throughout our journey and by working together, people and partners across Oldham have learnt, grown and achieved a range of things. We're proud of all highlights, big and small, that matter to residents.

Make it Pay

Under this theme, we launched the innovative Food Enterprise Fund (key to our focus on 'Make it Pay') to invest £150,000 in community enterprise through food and growing, targeting scale-able investment at initiatives which increase access to fresh, healthy food and generate a sustainable income for the local neighbourhood.

Well Oldham also hosted an Enterprise Workshop at Veg in the Park Growing Hub, inviting community organisations and local businesses to explore ideas, opportunities and challenges to sustainable food businesses.

Outputs and outcomes

- 30 attendees at Enterprise Immersion Session
- 12 'pitches' for Enterprise Ambitions
- 8 completed Business Model Canvas on food/growing enterprises
- £1,000+ raised from a Community Food Festival

Share More

We focused on sharing food and feeding children and families through Holiday Hunger pilots during the summer and Christmas holidays. We took a locally-led approach, working with existing activity providers and community partners and bringing together enrichment activity and access to fresh, healthy, local food.

This initial pilot has helped secure £45k from the Education Partnership for a joint £90k programme to help improve access to food and activity for children across all school holidays for the next two years. We also allocated £30,000 for a Food Partnership Coordinator (including £10,000 of external funding from Sustainable Food Cities) to drive forward work on food poverty and holiday hunger, working closely with members of the Food Network to deliver Oldham's 'Year of Food'. A further £15,000 of funding was allocated for a Programme Manager to drive the project strategically.



- Invested in 10 sustainable community food enterprises (total target of 45).

Grow More

To invest in community growing, we provided an £8,000 enabling grant to secure matched funding of £96,000 towards a portacabin/café/enterprise space for Veg in the Park in Waterhead Park. This has created a sustainable community-led growing site that can sell fresh, locally grown fruit and vegetables.

We also provided a £150,000 investment for Phase 1 of Northern Roots and a new Eco-Centre as a demonstrator site, to enhance the borough's reputation as a 'green and growing' borough while boosting skills, enterprise and employment.

Outputs and outcomes

- Completed Business Case for Veg in the Park Growing Hub
- Secured £96,000 from Thriving Communities and approval of £126,000 investment
- Installation of fully operational portacabin/enterprise/café/shop (total target 2 additional fully operational hubs)
- Job created for employee to manage/run hub
- Approval of Northern Roots Phase 1 (programme capacity, new depot, brand, agri-park)
- Tackling food poverty and fair access to food.

Outputs and outcomes

Summer – 3,684 healthy meals provided (6 week summer term)

- 19 different sites, 4 jobs created.
- 12 attendees for Safer Food, Better Business training programme.
- Distribution boxes for hot and cold storage.

Christmas – 200 food portions, 60 food parcels, 160 items of clothing

- Holiday enrichment activity, reduction of food waste.
- Increased access to healthy meals.

Influence, networks and partnerships

Thanks to connections through Well North, Oldham have partnered with the Royal Horticultural Society in developing a practical and strategic relationship that shares knowledge and experience across organisations. This includes learning visits between sites, sharing best practice and closer collaboration.

Outputs and outcomes

- Connections and relationship with RHS leads.
- 6 leads visiting RHS Bridgewater to share knowledge and inspiration.
- Edible Bus Stop at RHS Tatton. powered by renewable energy.
- 8 partners and leaders inspired by visit to Bromley by Bow.
- Hosted visit for 15 leads from RHS and Salford Council.

We have also strengthened local partnerships between members of Growing Oldham: Feeding Ambition, developing relationships across networks, including Oldham Food Network and Get Oldham Growing, whilst focusing on ways in which we can enable and support action.



Outputs and outcomes

- 10 Food Partnership meetings bringing cross-sector partners and leads together.
- 20 attendees for a Vision Session at Lees Park Eco Hub.
- Clear action plan for the future of food develop.
- 'Year of Food' programme – series of events, festivals, workshops and opportunities for celebrating and growing interest in food (total target of 12 activities).

Inspiring ideas

We have enabled and empowered local residents, partners and officers to attend case study visits to the Bromley by Bow Centre to learn, understand and share experiences that help achieve local ambitions for the benefits of communities in Oldham.

Learn More

We are working with schools to improve educational attainment through food, and reducing obesity through a whole system action plan.



Reputation and recognition

Through this way of working we are pleased to be recognised in the following ways:

- Awarded the 'Sustainable Food Cities Bronze' Award (2018) for taking a holistic approach to food and working in partnership
- Shortlisted for the 'Community Involvement' Award for the Local Government Chronicle Awards (2018)
- Exemplar case study for Sustain's guide to 'Food Growing in Parks' (2018).
- Shortlisted for the Co-operative Council of the Year 2018.

EXPENDITURE 2017-2019	
FOOD POVERTY	
Holiday Enrichment & healthy food for disadvantaged children	£26,999
Food Partnership Coordinator for Holiday Hunger	£40,000
ENTERPRISE & FOOD	
Food Enterprise Fund for Community Enterprise	£148,305
GROWING	
Veg in the Park portacabin/café/enterprise space installation	£103,825
ENGAGEMENT	
Learning visits and exchange of experience with partners	£4,400
COMMUNICATIONS	
Promotional material, communications and evaluation	£10,000
MANAGEMENT	
Project management	£15,000
TOTAL	£348,529

CONTINUED DEVELOPMENT AND DELIVERY 2019-2021	
FOOD POVERTY	
Holiday enrichment & healthy food for disadvantaged children	£90,000
Food Bank and Emergency Food Providers to increase fair access to food	£20,000
Emergency food provision	£20,000
ENTERPRISE & FOOD	
Food Enterprise Fund for Community Enterprise	£60,000
YEAR OF FOOD ACTIVITY	
Oldham Year of Food Activity	£25,000
NORTHERN ROOTS	
Phase 1 and Phase 2 development	£150,000
REDUCING OBESITY - WHOLE SYSTEM APPROACH	
	£10,000
FOOD WASTE REDUCTION PILOT	
	£5,000
ENGAGEMENT	
Learning visits and exchange of experience with partners	£10,000
COMMUNICATIONS	
Promotional material, communications and evaluation	£10,000
MANAGEMENT	
Project management	£30,000
CCIN POLICY LAB	
Co-operative approaches to sustainable food (external funding secured)	£10,000
TRAINING & EDUCATIONAL COURSES	
	£4,221
TOTAL	£444,221
TOTAL PROGRAMME BUDGET	£792,750

Our plans for the future

The Well North programme is a key pillar and driver of our wider food programme and food partnership approach. There are a number of critical programmes and initiatives that underpin this activity, including Get Oldham Growing, Green Dividend and Oldham Food Network. To sustain and develop our Pathfinder further we intend to focus on:

Seeking matched funding
In addition to the critical programmes and initiatives, we have secured £192,000 matched funding for additional activity and are seeking contributions from a range of

programmes with shared priorities to continue and sustain delivery.

Scaling up and increasing impact
This includes the opportunity of Northern Roots as a demonstrator site giving residents more opportunities to get involved in green and growing projects. As well as working with our Education Partnership to collaborate in tackling access to food during school holidays.

Growing a Food Movement
Beyond this we are seeking to fundamentally transform the local food system in Oldham. To achieve

this will require considerable and at scale system change across the council, partners and residents. We want to grow from local networks and relationships into a wider, active, leading movement with people, food and growing at the centre. As well as making fair access to food a priority for everyone.

Doing our bit
Oldham will continue sharing, learning and growing by hosting a future Pathfinder Network visit in the Borough to connect, exchange experience and develop ideas by working more closely together.

Well Rotherham

Our Pathfinder is based in Waverley (the old Orgreave colliery site) and will use opportunities provided by the Advanced Manufacturing Park (AMP), the new housing and local centre development and the planned green spaces to benefit the local and wider Rotherham community.

The Well North philosophy is underpinned by a strong belief in backing grass roots social enterprise projects identified by community groups and individuals.

Part of the Enterprise Team, our Pathfinder has an activity budget which will be grown through match funding to instigate initiatives which will have a positive and sustainable impact on Waverley and the surrounding areas.

2018/2019 has seen Well Rotherham move from inception into action. Kris Mackay joined South Yorkshire Housing Association in August as the Project Co-ordinator and set about developing our key partnerships and vision for the project.

In October 2018, the Well Rotherham partnership visited the Bromley by Bow Centre to get inspired about what can be achieved through bringing together the right people and moving forward with a commitment to excellence.



The following month we reconvened the Hub team to refresh the vision set out in 2017. At this meeting we agreed that the project will deliver a programme of action which meets the strategic vision (see table below).

As we move into 2019, the project is moving from planning into action. We will be undertaking an Appreciative Inquiry throughout February and March which will form the basis of our future work with the local community, with plans to run a micro grant programme in May. We are developing plans to

increase aspiration in Rotherham's young people, by encouraging them to look for careers in science and engineering. We are also planning to maximise job creation opportunities for local people as the Waverley development grows.

As part of this, we have also teamed up with the Advanced Manufacturing Research Centre (AMRC) and a local academy trust to progress plans to work with the St Paul's Way Trust School in London and the Well North Hub team to bring the Professor Brian Cox's Science Summer School to Yorkshire. Exciting times are ahead!

Building strong and resilient communities

Waverley is a great place to work

Building STEM aspirations across Rotherham and maximising the opportunities for education, employment and volunteering at Waverley

Waverley is an active community

Designing healthy communities and maximising the opportunities in the green spaces

Waverley is a great place to live

Supporting the emerging community to connect, grow and thrive

Our funding

We have allocated funding to delivering activities across each of the three elements of our vision:

Waverley is a great place to work – £49,000

- Supporting the STEM outreach team to deliver the national primary and secondary engineers programme and the leadership award.
- Working with the school improvement team to develop links between schools and the AMP.
- Supporting a Rotherham secondary school to access the St Paul's Way Science Summer School in London, hosted by Professor Brian Cox.
- Engaging with business leaders at the AMRC.
- Social Enterprise start-up support.



Waverley is an active community – £60,000

- Improving access to the lake including paths and signage.
- A partnership project between Waverley and the Royal Horticultural Society to plan and develop a community garden.
- Working with Rotherham Metropolitan Borough Council, Sustrans and key stakeholders to undertake a feasibility study of sustainable transport links to Waverley.
- Supporting the Innovate UK/Sport England bid.

Waverley is a great place to live – £80,000

- Conducting an Appreciative Inquiry with the communities at Waverley, Treeton and Catcliffe to understand their wants and needs.
- Supporting the Events team at Waverley Residents Association to develop and deliver a sustainable programme of events.
- Strengthening the links between Waverley and the surrounding communities.
- Improving the links between residents and businesses.



Well Sefton

Based in the Linacre area of Bootle, located in the south of the borough, Well Sefton is working to improve the health and wellbeing of those living and working in Bootle by creating a vibrant and connected community of people, living in a more pleasant environment.

Well Sefton partnership is made up of a series of organisations all working towards the common aim of creating a brighter Bootle. The collaboration comprises Living Well Sefton (LWS), Safe Regeneration (SAFE), Sefton Council, Taking Root in Bootle, YKids and the South Sefton Clinical Commissioning Group.

In 2019 we are entering the third and final year of the Well Sefton programme. Year 2 has been extremely busy but also our best yet. All activity carried out by Well Sefton partners is based on working to improve the health and wellbeing of those living and working in Bootle.

Highlights and achievements

Pay It Forward Day

Well Sefton partners delivered a raft of activities to embrace the power of giving and to encourage the people of Bootle to spread love among the community. 'Pay It Forward Day' is a worldwide movement that promotes random acts of kindness with the idea that those who experience an act of kindness pass it on to others. The activities on the day trended nationally on Twitter with volunteers from YKids present at Bootle Market where they handed out vouchers for a free drink at the North Perk cafe, positivity pouches and offered free face painting.



Living Well Sefton, working with the Orrell Trust, Venus and the May Logan Centre, facilitated a whole range of activities to promote random acts of kindness, including making your own 'message in a bottle' so that people could pledge their random act of kindness and get a small decorative bottle to write a name tag of the person they plan to do a deed for. Children from Springwell Park School also taught older people at the Orrell Trust to play Bocca.

SAFE Regeneration used Pay it Forward Day to build on its 'Green Dream' environmental work. The focus was on creating more habitats

for local wildlife by distributing wildflower seeds to local community groups. Not put off by the rain, groups of community gardeners from Regenerus's Taking Root in Bootle project created wooden planters to gift to passers-by and to residents around the local neighbourhood to brighten up the area.

Matt Ashton, Well Sefton Lead and Director of Public Health for Sefton, said: "Pay it Forward Day is an opportunity for the Bootle community to truly come together and make acts of kindness something that happens throughout the year."

Taking Root

Taking Root is all about building a collaborative network of community gardens, food and health projects in South Sefton and connecting our network of 100+ volunteers to enable a sharing economy to build community resilience, improve health and wellbeing and to have fun.

This year they have co-ordinated three Taking Root network meetings to bring together the social economy, public and private sector to creatively design collective actions to make a difference to the communities of South Sefton.

Thanks to the support of Well Sefton, they have been able to expand activities and now have two social enterprises: Lotus Brook and The Gateway Collective. These both deliver support to existing community garden groups and help to set up new ones, adopting a variety of approaches, including working with organisations to establish new community gardens and identifying potential sites and engaging local residents/businesses to get involved. They are working with the aim of entering the Britain in Bloom competition.



#DestinationBootle

SAFE Regeneration has continued to move forward with the capital programme, successfully submitting the pre-planning application and completing the site investigations for a canal side neighbourhood development which includes over two hundred homes (shared ownership/social and extra care), community business centre, eatery and guest accommodation. The scheme also features plans for a geo-thermal energy scheme that will make the site completely self-sufficient, with capacity to provide energy to surrounding facilities such as the Bootle Strand Shopping Centre

and the local swimming pool.

SAFE has levered in additional funding support (£275,000) from Homes England, Sefton Council access fund and Power to Change to bring its vision for Bootle Town Centre to fruition. In the third and final year of the Well Sefton programme SAFE will submit its full planning application with funding identified to complete the £33 million-pound scheme by 2021.

<http://destinationbootle.org.uk/>

Creative engagement programme SAFE continued to engage communities in creative activities, contributing to the regeneration of the neighbourhood:

- creating murals along the canal side www.saferegeneration.org.uk/blog/well-sefton
- working with people with dementia through its award-winning growing programme 'Green Dream' www.saferegeneration.org.uk/the-echo-environmental-awards
- Writing and performing theatre works that are then performed and the very successful Lock & Quay Community Pub, the only community pub in the Liverpool City Region. www.saferegeneration.org.uk/community-pub

Bootle Music Festival

SAFE planned and delivered the Bootle Music Festival which featured a sizable Wellbeing Field. Over the two-day festival, 3,500 people enjoyed music from Hue & Cry, Space and the Real People with 2 stages with 18 acts performing. The event was supported by local businesses which contributed £28,000 to the cost; tickets to the event raised £12,000. The Bootle Music Festival alone saw 500,000 people engage through social media.

The festival will continue in year three with exciting acts already confirmed. Taking place on 6th and 7th July, the event will be ticketed and is expected to be self-financing, making it a sustainable event beyond Well Sefton.

www.saferegeneration.org.uk/news/bootlemusic

Matthew Dodgson, Director at ICS Liverpool and Festival Sponsor, said: "In the 30 plus years I've been around this area I never thought the day would come that I would see an event like that bring the community together. It was an absolute joy to be a part of. You should all be very proud of yourselves!"





Ministry of Food

Abigail Nevill, Project Manager of Ministry of Food, said: "My remit was to address food poverty and poor nutrition in the local community. We wanted to teach basic cooking skills to local parents and children. We also sought to talk about budgeting and how to prepare well when doing the food shop and talk about food wastage. The aim was to make it accessible, engaging, educational and lots of fun. I am working with local families and students from Kings Leadership Academy The Hawthorne's Free School.

"The aim for the families was to become more connected with food and in their relationships. We wanted to give parents the confidence to cook healthy and filling meals both with and for their children. We encouraged families to come and have fun, feel valued and safe and learn basic food hygiene.

"They all learnt new skills in food hygiene, how to plan and budget well for a weekly shop and how to safely use cooking equipment, such as knives and hobs with their children. The atmosphere each week was fantastic and they all said

they were sad that the project was ending, and expressed that they would love for it to carry on.

"The young people all seemed to really enjoy the cooking process, from the chopping, to cooking the food on the induction hobs. They were all engaged and followed the instructions correctly.

"One thing that they all particularly enjoyed was to sit down as families and eat together around a table at the end. They would not normally do this at home but after doing it in the project, they would think about doing it at home. I believe we helped their self confidence in cooking and created an environment for them to nurture their relationships as a family. Two of the mums worked in a school kitchen and they took some of the recipes that they had learnt to the kitchen.

"A couple of the students have thrived in baking and I believe now have an aspiration to do more baking. Other students told me that they had cooked some of the recipes with their mums at home, something they had never done before and it helped their relationships.

"The feedback from the community lunch was fantastic. Everyone who came enjoyed the food and sitting with their families around a table – they said that the atmosphere was wonderful. It was a real success. We had five of the families volunteer to help cook all the food for the lunch and they all felt so proud to be serving the community.

"At the World War 1 event in the community garden, approximately 95% of the people who came to my station tried the food and said that they were glad they tried it. Many of them said it tasted like scouse and it helped them in their personal reflections when thinking about the men who would have fought in WW1.

"Through engaging with the local community at the Harvest Festival day, I believe it inspired some to cook with different vegetables and try new foods. All who tried the two recipes said that they enjoyed the food, and some came back for seconds. The event was a real success and had a great atmosphere."

Project	Activities include...	Spending
#DestinationBootle	<ul style="list-style-type: none"> On-line awareness raising campaign Printed media Short films for Well Sefton Delivery of community leadership development Creative well-being programme Bootle Music Festival Underpass clean-up and murals 	£258,000
Community growing	<ul style="list-style-type: none"> Facilitation of the Taking Root Network Grow community groups Ministry of Food <ul style="list-style-type: none"> 'Mobile chef' 'Junk food café' style projects Training /projects teaching cooking Development of food poverty plans 	£147,000
Creating community	<ul style="list-style-type: none"> Increase in local capacity Development of new partnerships Establishment of new businesses Bootle Children's Literacy Festival and Magical Bookshop Pay It Forward 	£118,000
Social Prescribing	<ul style="list-style-type: none"> Living Well Sefton Primary Care pilot <ul style="list-style-type: none"> Support for Bootle residents One to one support Group work in community venues Support for participating GP practices 	£68,652.50
Business growth	<ul style="list-style-type: none"> Post created to support and work with all partners Agreeing priorities for Well Sefton and Bootle Researching funding opportunities Establishing mechanisms for submission of funding bids Ensuring the funding/applications fit with Well Sefton Providing funding for sustainability 	£25,000
Total		£616,652.50

Well Sefton in the future

All partners involved in Well Sefton want to continue the positive work they have been doing once the allocated funding has ended and they are working to make this happen. Recently they appointed a business growth specialist to support, expand and improve their activities. The aim is to make sure partners are less reliant on external funding and can bring in more money, for example by attracting investment, and selling their goods and services to other people. This is a crucial part of helping to make sure that activity in Well Sefton is sustainable.

Well Sheffield

Stocksbridge, an old steel town 12 miles north west of Sheffield with a population of 16,000, is going through significant transformation with a major new retail park and town centre – Fox Valley - at its heart. This was built by local developer Dransfield Properties which was instrumental in bringing Stocksbridge to Well North's attention. This led to Well North discovering the impressive work undertaken by 4SLC Trust, a local community organisation which re-opened the local leisure centre under community management, turning around a failing publicly run facility into a thriving social enterprise.

This 'can do' approach led to Well North supporting Stocksbridge in becoming one of the newest Pathfinder areas to be established – Well Sheffield. Unlike previous Pathfinder areas, this is directly community led by 4SLC Trust as the local community anchor organisation.

Stocksbridge has an ageing population with a variety of health-related issues due to above average levels of physical activity. A further 5,000 new homes have been planned, with a number already built, and major new developments are currently underway. Together with the under-used and under-developed 30-acre Oxley Park adjacent to the Leisure Centre, this offers a tremendous opportunity to contribute and develop new approaches to improving the health and wellbeing of the community.

A key issue is to build on the comprehensive network of community providers, encouraging them to work more collaboratively to address gaps in local provision and remove barriers to access.



Highlights and achievements

Since its launch, Well Sheffield has concentrated on creating a 'masterplan' to develop facilities at both the Leisure Centre and Oxley Park by opening up access to both and integrating the two to provide a major community resource.

This process started with a team of architectural students from Sheffield University undertaking a detailed piece of research and development as part of its 'Live Project' programme. Funded by Well North, this project looked to produce a 'vision' of what a redeveloped Leisure Centre, integrated with a redeveloped park might look like, based on community and stakeholder consultation.

The final report we produced was an impressive document that proposed a variety of innovative options, and opened up a range of



conversations that helped to lead us on to the next stage.

This work showed that key to unlocking the potential of the Leisure Centre was improving access into and around the building and Well North then funded the tendering and commissioning of an architect – TP Bennett – to undertake an options study to best achieve this. This process has now been completed and work is well underway to raise the necessary capital and revenue funding to create a new

The Dransfield Foundation made a generous donation to SCLC of over £16,200. The Managing Director of Dransfield Properties, Mark Dransfield, said: "We are delighted and very proud to be able to make this contribution to our local community here in Stocksbridge. Thank you to everyone who takes part in our bike ride every year and of course to every single person who donates to our fundraising efforts – it really is appreciated."



fully DDA compliant main entrance, reception, office and public meeting space and café for both the public and centre users. The project also includes wheelchair stairlifts to access refurbished and disabled friendly changing rooms and showers.

Once completed, this work will enable the Leisure Centre to introduce a range of new locally provided physical, health and well-being services in partnership with the NHS and Clinical Commissioning Group

(CCG) in Sheffield. Discussions have already taken place with the IAPT service, South Yorkshire Physiotherapy Service, the Stocksbridge Neuro Rehabilitation Centre and Disability Awareness with Sport to provide a psychological service, training sessions

At the same time, work has been taking place to establish new contacts and partnerships to help take forward plans for the development of Oxley Park. Whilst this is still owned and managed

by Sheffield City Council, there is a willingness to work with the community in developing the park.

Meetings have taken place with a variety of potential partners including the Land Trust, Royal Horticultural Society, Green Estates in Sheffield, the council's Parks & Woodland department, local stakeholders including the Stocksbridge Town Council – and plans are in place to establish a new 'Friends of Oxley Park' group to take this forward.



Other highlights and achievements include:

- Well Sheffield's Stocksbridge Community Leisure Centre being shortlisted for the **Move More Power of Sport 2018 Award** at Sheffield's prestigious Celebration of Sport held at the Sheffield Institute of Sport (finished as runners up).
- Stocksbridge Community Leisure Centre leading the delivery of an Asset Based Community Development contract secured through the People Keeping Well (PKW) programme developing a local volunteer strategy, linking with Move More, and distributing a £5,000 community grants pot.
- Zorro Lounge** fundraising for the Leisure Centre by donating 50p from every burger and 10p from every coffee sold during their first month of trading – raising a total of £1208.80. Danny Champken, Communications Manager for Loungers Ltd, who run the new outlet, said: "Stocksbridge Community Leisure Centre has caught our attention as a wonderful cause that strikes a chord with all members of the Stocksbridge community, so we're delighted to fundraise on its behalf."



Since it was established, Well Sheffield has attended all the Well North cluster meetings in Manchester and has been welcomed into the Pathfinder family. Programme managers visited the Bromley by Bow Centre, which provided some inspirational ideas that were transferred back into the thinking of developing the Centre and Park. Well North Executive Chairman Lord Andrew Mawson accompanied Mark Bickerton, newly appointed Director of Investments at Social and Sustainable Capital (SASC), on a visit to Stocksbridge, to see firsthand the transformational projects taking place there. This included a tour of the Stocksbridge Community Leisure Centre, where Mark heard the history of the community taking over a failing public institution,

creating a place where people can make connections, grow and thrive, encouraging self-confidence and a 'can do' entrepreneurial approach in local communities. Mark and Andrew also discussed the ambitious plans for both the Leisure Centre and neighbouring Oxley Park, and the potential for SASC to be a partner. Other visitors included Dr Rupert Suckling and Vanessa Powell Hyland, both from Well Doncaster, and meeting up with Kris McKay, Project Co-ordinator for Well Rotherham. Well Sheffield-funded activities also include a marketing initiative via the local GP surgeries to promote Well Sheffield to all their patients, and the commissioning of a promotional video of the Leisure Centre through Well North.

We were pleased that Well North Director Mick Hanratty was able to attend the successful Christmas Fayre held at the Centre which saw over 1000 people attend. This was a major event with community stalls, music, singing, dancing and entertainment that showed Stocksbridge community at its best. The most recent work involves the production of a social impact assessment report, demonstrating the difference the Leisure Centre has made in the community over the last five years of community management. Well Sheffield is working with researchers at Manchester University to develop a questionnaire that will capture further quantitative data to help inform future development.

Outputs and outcomes

- Two new six-month volunteer co-ordinators posts have been created and we are hoping to create a further 6.5 full time equivalent posts.
- There have been 53 active volunteers in the Leisure Centre over the past year, and they gave a total of 8,250 volunteer hours. This donated time equates to savings of over £72,000 a year.
- We held 2 volunteer fayres during the year, with over 130 people attending and 40 potential new volunteers expressing interest in getting involved.
- 75,000 of additional income has been generated.



Activity	Expenditure
Developing and implementing plans to improve access into and around the Leisure Centre	133,100
Marketing and publicity for the Centre and its facilities	4,500
Visiting the Bromley by Bow Centre to share ideas and best practice	400
Managing the delivery of the Well Sheffield programme	58,582
Total	£103,418

We have also either secured or applied for around £841,000 of additional match funding from organisations including the National Lottery and Sport England.

Our plans for the future

Completion of Phase 1 of the masterplan will enable SCLC to continue progress and maintain its current sustainability. Opening up access to the Centre and improvements to facilities will increase revenue streams from the café, meeting room hire, increased the membership and higher attendance rates.

Improved access and relocation of the current offices will enable the Centre to establish a new health unit in the freed-up space to deliver new services and the contract work that is now secured. The transfer of accountable body status from the Well North Hub to South Yorkshire Housing Association (SYHA) will further cement the close working relationship between the two organisations. As a result of SYHA withdrawing as the lead and accountable body for the Stocksbridge & Upper Don People Keeping Well (PKW) Partnership, 4SLC Trust will now take on that

role. This is strategically important in helping amalgamate the work of Well Sheffield and the PKW Partnership together. As the new accountable body, 4SLC will play a lead role in promoting greater partnership working with local community groups and submitting tenders for commissioning work through the Clinical Commissioning Group in Sheffield, encouraging delivery by local community organisations. This will open up opportunities for us to work with Well North Enterprises and the People Keeping Well Framework to gain further match funding.

Well Skelmersdale

With a population of some 40,000 people, Skelmersdale is a town in West Lancashire on the River Tawd, between Wigan, Liverpool, and Preston.

Well Skelmersdale is a social movement focused on improving the health and wellbeing of the people of the town. Its goal is to create the conditions that allow both the people and place to reach their full potential, creating healthy environments for healthy living, challenging negative perceptions and focussing on the skills and resources.

Well Skelmersdale social media statistics

- Facebook: 689 followers. Junk Food Café video of April 2018 viewed over 13,000 times.
- Twitter: 500 followers and has issued more than 1500 tweets.

Social Prescribing

Over the recent decades, there has been increasing awareness that a person's health outcomes are influenced by a wide range of factors and that healthcare may only contribute as little as 10% to one's health and wellbeing, other factors being housing and employment, for example.

Skelmersdale residents can now be referred by their GP to a social prescribing service. This service then works with the individual to identify the main non-medical issues affecting their health and the services that could help.

Dr Rakesh Jaidka, from Excel Primary Care in Digmoor, said: "Social prescribing is good news for our patients. It gives them

Highlights and achievements

BetterPoints

BetterPoints is a behaviour change app, providing an easy way to track and reward people for undertaking activities such as walking or cycling. In excess of 500 people in Skelmersdale are now using the BetterPoints app.

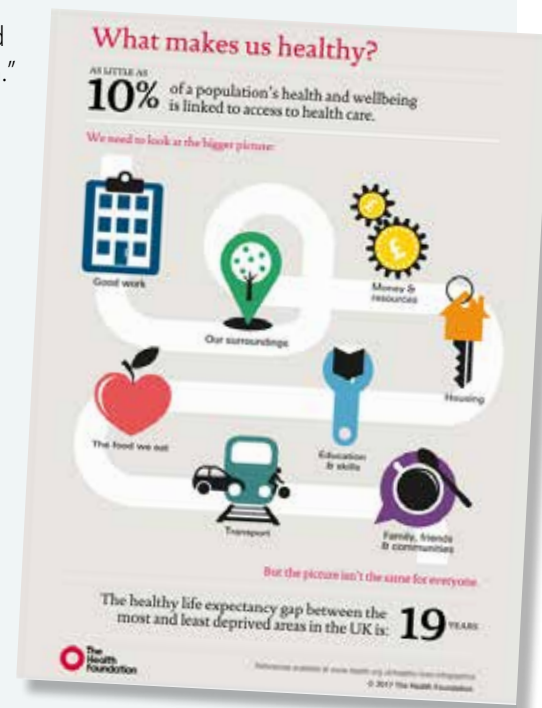
App users are rewarded for making small lifestyle changes, earning points to buy vouchers for high street shops or to make as charitable donations.

Skelmersdale mum Kimberley says: "I find myself wanting to walk for longer periods of time to see the points add up. Me and my son have opted to walk to and from school rather than going in the car.

"I struggle with my weight and the app is motivating me to do exercise alongside healthy eating! This is



really great for my mental health, eating healthy and exercise really does boost my endorphins to put me in a great mood."



MissKick - the brand for female footballers.

A recent graduate of the Skelmersdale Social Innovators Programme, Grace Vella shares her story: Grace says she credits the start-up programme with giving her the confidence and skills to allow her initial idea to develop into a successful business. Whilst still attending the course, student and Company Director Grace, launched MissKick in the summer of 2018 to raise the profile of the women's game, and break society's boundaries around stereotypes in girls' football.

Grace says: "Because I am a girl, I have to work that little bit harder to gain recognition and opportunities in football.

"That's why I started MissKick, I wanted to create something that all girls in football could be a part of and support - whether that be the girl pushing to make the England squad or the girl who likes a kick about on the field with her mates."

Grace has big ambitions for MissKick, seeing it become more than just a clothing brand: "I want to develop MissKick football academies, tournaments and coaching courses for girls."

Launched at the Skelmersdale Athletic National Girls Tournament, MissKick quickly achieved a national profile with an appearance on Sky Sports. Grace says none of this would have happened if she hadn't joined the Skelmersdale Social Innovators Programme: "If ever the opportunity arises to apply for this Entrepreneurs course, I couldn't recommend it highly enough."



"I believe that Well Skem is an undercurrent flowing through everything I do here. The values mean that I can always check out if what I am involved with is supported by the right attitudes."

Cerys Smye-Rumsby, Community Development Worker at West Lancashire CVS (Council for Voluntary Services).

"I believe that Well Skelmersdale will, at last, help bring about 'the change for the better' Skelmersdale is waiting for. Thinking outside the box and taking risks to make this happen gives me a buzz and is definitely what I want to be involved in."

Ann Petty, local Missional Leader, Oaks Church, Tanhouse, Skelmersdale.

Grow Your Own GP

The Grow Your Own GP programme aims to address the projected shortage of GPs in the area whilst also developing the conditions which encourage local people to have an interest in becoming health and care professionals from an early age.

It is well known that nationally there is a shortage of GPs and other health and wellbeing workforces.

Grow Your Own operates across West Lancashire as a whole, but targeted work to raise aspiration amongst children and young people is focussed in Skelmersdale. The programme aims to enhance the 'science capital' in the area.

The initiative has seen West Lancashire College introduce science A levels to their curriculum as well new public transport links to

improve the connectivity between the college, Skelmersdale and the rest of West Lancashire.

Other exciting and innovative events include the college being decorated as a hospital theatre, a 'live' autopsy and a 'prepare to be a doctor' session – all activities designed to increase interest and excitement in health and wellbeing careers amongst local youngsters.

Growing entrepreneurialism

Well Skelmersdale has become a catalyst for building an inclusive economy. Although Skelmersdale is home to a number of multinational businesses, recruitment from the local community is low. There are multiple issues that need addressing, which can be tackled collaboratively. Social businesses play a vital role in this, providing routes to work-readiness for the most socially excluded.

One project already proving a success is the Skelmersdale Social Innovators Programme.

Launched in February 2018, the vision was simply to identify and nurture passionate local people with innovative ideas, creating social enterprises on their doorsteps. Many of the participants have lived experience of the social issues they were hoping to address.

Due to the success of the programme, Social Business is now becoming a recognised contributor to the local economy. A local Skelmersdale entrepreneur has been invited to sit on the Skelmersdale Place-Based Board, providing forward-thinking examples of how established private business can re-think their Corporate Social Responsibility by 'grandfathering' fledging business.



Phillip brings phototherapy to the heart of Digmaor

Phillip's active childhood and enjoyment of many different sports ended abruptly when he was diagnosed with osteoporosis aged 13. With breaks in his hip bones and back, he was left bedridden, with his mental health at an all time low. Several years later the broken bones in his hips finally healed and he started to learn to live with his ongoing medical condition and completed a Photography degree at the University of Central Lancashire.

Phillip is now hoping to use his experiences and skills to bring the therapeutic benefits of arts to others. A photography exhibition in Birleywood Health Centre drew on his experience of living with a hidden disability, he created a series of photos of people, showing their x-rays superimposed onto their bodies when lit up from behind – bringing to light their unseen disability. Phillip says, "it was a real turning point for me when a doctor gave me a copy of my x-ray which clearly showed the breaks in my bones. Seeing it in black and white helped me begin to come to terms with my situation. It also helped me to show the people involved in my life exactly what was going on."



“Well Skelmersdale is about ensuring everyone can find a way to reach their full potential. Skelmersdale is a unique community, it is awash with so much talent. I’m passionate about spreading the effects of this so that everyone can see that it’s possible to reach your own goals.”

Kathryn Kavanagh, Lead manager – Health Inequalities, NHS West Lancashire Clinical Commissioning Group.

“Well Skelmersdale is all about change, a change driven by the community for the community. Two quotes by George Bernard Shaw really capture the essence of this for me: “Progress is impossible without change, and those who cannot change their minds cannot change anything.” AND “The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man.”

Mike Maguire, Chief Officer of NHS West Lancashire Clinical Commissioning Group.

Lathom High’s EmBRACE programme – delivering impressive change

Childhood experiences affect the ability of children to learn at school. Since autumn 2017, Well Skelmersdale has worked with Lathom High to introduce the EmBRACE (Emotionally and Brain Resilient to Adverse Childhood Experience) programme to tackle the effects of adverse childhood experiences, rising from things such as violence in the home, problem drinking or criminal activity.

Examples of activities include workshops with pupils focusing on anger management and healthy behaviour, and encouraging pupils to see how they talk to themselves in a positive voice.

Jane Galbraith, Headteacher at Lathom High, considers that the EmBRACE programme is already making a difference, with increased attendance in school, students doing better on internal assessments and a 70% overall reduction in fixed term exclusions, especially among boys.

Expenditure Actual 2017 - 2019	£
BetterPoints	42,000
Economic Development	20,000
Communications	27,000
Education	2,000
Growing Entrepreneurs	90,000
Promotional	1,000
Leadership Development	16,000
Governance & Future Forms	10,000
Mug Club	4,000
Social Prescribing	38,000
Sub Total	250,000

Our funding and how it’s been spent

To date, Well Skelmersdale expenditure has been focused on building a team, backing and developing local leaders and spending on specific programmes that have taken flight. Over the lifetime of Well Skelmersdale, energy and focus has consolidated around larger vehicles for change that are relevant to the local community. Future financial commitments are set aside to support the development of these.

Our plans for the future

This report provides a snapshot of what is happening, but Well Skelmersdale has ambitions to grow further, reaching more sections of the community. As well as further developing the themes already showcased, Well Skelmersdale plans to continue developing larger vehicles for change that are relevant to the local community.

Specific projects being developed for the future include the following:

Tanhouse Together is a locally driven community development project to make Tanhouse a better place to live and a place to be proud of. The programme has

Well Skelmersdale continued development	£
Growing, eating, cooking – tackling food poverty project	72,000
Arts & Culture as a Vehicle for health	30,000
Tanhouse as a place	55,000
Disabilities and Health	30,000
Intervening in the early years	45,000
Football theme	30,000
Recovery College	30,000
STEM	60,000
Sub Total	352,000

overarching themes of: physical and mental health and wellbeing; improved environment and strengthening our diverse local communities.

The Birchwood Food Project is an expansion of the existing junk food café approach by increasing the number of cafes, introducing pop-up Cafes at events and developing an E-Health App.

Young Mums is a project, aimed at increasing the resilience and resourcefulness of young mothers. Interventions have been brought together in a creative and dynamic way that include wellbeing events, mindfulness and baby massage activities and 'Mindful Biophilia' baby walks.

A Community Leadership Programme – local people who are passionate about making a difference, willing to collaborate, be entrepreneurial, and form a movement to foster better conditions in which to live, learn, work and play are being recruited for a 6 – 9 month leadership programme. This will include residential masterclasses, networking workshops, a Well North Leadership Competency framework 360 degree appraisal and coaching sessions.

Well Whitehaven

Well Whitehaven – Vision for the Valley aims to promote the development of a vibrant, thriving, united community, making it a place where people enjoy living and working, where good health is an expectation not a privilege, where people have opportunities and work; and where enterprise is recognised, supported and encouraged.

The Mirehouse estate was built in the 1950s for workers in the developing nuclear industry and for those living in poor housing ‘slums’ in the town centre and dock areas of Whitehaven.

Mirehouse has had many programmes that have invested in us over the years, including the Single Regeneration Budget programme. Although good work has been done with positive results, long term transformational social and economic change remains both a challenge and an opportunity.



The Well Whitehaven Pathfinder began with partner engagement during 2017/18 and early work with stakeholders through the Infinity Festival and the development of a Steering Group. On receiving funding, we commissioned ACTion with Communities in Cumbria to help to deepen Well Whitehaven’s reach into the community, to involving those that were not already engaged through existing initiatives. A ‘development phase’ was undertaken between August 2018 and January 2019 to drive the programme forward, with greater community involvement. We agreed with local people the priorities for action going forward.

This development phase aimed to encourage greater co-ordination across the public, private and third sectors, stimulating joined up solutions within communities and piloting new approaches focused on improving health, well-being and employability.

The success criteria for the development phase are judged to be:

- Confirmation that the delivery phase has strong community engagement, ownership and leadership.
- Achievement of outputs.
- Programme delivered to time and budget.
- An outline framework for Mirehouse that enabled the community to plan for sustainable, inclusive regeneration.

Our project objectives are to deliver transformational change across the Mirehouse Valley by:

- Supporting and enhancing the delivery of existing and new programmes that align with our vision and aims.



- Delivering projects that improve the physical environment of the Valley.
- Working with existing and new community groups and organisations to facilitate improved collaboration.
- Supporting the community, encouraging them to work together to identify and develop enterprising ideas that will continue to fund improvement programmes.
- Supporting programmes that provide opportunities for employment and improve employability for work that pays.

Well Whitehaven aims to deliver the following benefits:

- Suitable and sufficient physical and social resources to support the continued development of a healthy neighbourhood;
- Programmes that deliver well-prepared and educated future generations who aspire to be the best they can be;

- A place where new ideas and entrepreneurs can emerge, develop and flourish;
- A place where people enjoy better lives through improved health and well-being.

Mirehouse is facing a major change through the development of West Cumbria Mining, a new development which borders the estate – a decision is due in spring 2019. In addition, the decision not to proceed with the nuclear new build project at Moorside impacts on the estate through the Associated Development sites that were planned for an area within the Well Whitehaven boundary. Although the project is currently paused, the options and uncertainty linked with these developments remain.



Highlights

Well Whitehaven relaunched on 17th November 2018 at Valley School with a Pilot Prioritising Budget event at which community members voted for their favourite projects. Thirteen projects were submitted with request for funding totalling around £122,000. Six projects were successful, with around £95,000 awarded to support them and we expect these projects to be fully delivered by July 2019.

Name of group	Project	Value £
Mirehouse Community Centre	Play Area upgrade	>60,000
Mirehouse Residents Group	Community Centre Refurbishment	>10,000
Mirehouse Residents Group	Maintain a central office	10,000
Mirehouse Residents Group	Youth provision	6,000
Mirehouse Community Centre	Billy Dicko’s Community Fitness Gym	>4,800
St Benedict’s RUFC	Support for youth section	3,000
Total		93,800



Some of the unsuccessful projects had similar aims to those which gained the most votes – intergenerational activities, community clean ups – and so groups will be working together to ensure these initiatives are undertaken.

One project - Operation Walkway - was a priority for everyone at the event but did not receive enough votes to secure financial support. Recognising it's important to stop parents and children getting wet feet when walking to school, the Steering Committee have committed support and resources to this scheme.

There will be additional Open Community Priorities meetings held in April, May and June 2019 – with each event having a funding budget of £50,000. We aim to build health, entrepreneurship and new ideas into the next phase.

All groups will be offered project development support and have fully developed project plans to ensure costs, risks, delivery and sustainability are taken into consideration prior to the community voting events. Greater publicity will be generated within the the community, creating the potential for more community members to attend and vote for the projects that are important to them.



Our achievements

- Participatory Budget model tested. The number attending the Pilot event on 17th November exceeded expectations and it was deemed a great success. Thirty five people attended and 22 were eligible to vote because they lived within the Well Whitehaven boundary and remained until the end of the event.
- One officer in place – August 2018
- Additional officer in place – January 2019
- Asset register for Mirehouse created and updated
- Community engagement framework in place.

Our future challenges

- Transferring a sense of ownership of Well Whitehaven to the community
- Enterprise approach – embedding and embracing new ways of creating wealth
- Partnership across sectors – developing relationships between the private sector and the community and taking them to a deeper level
- Raising aspirations – turning ideas into new and exciting approaches and more innovative solutions
- Building sustainability into the programme to keep momentum going beyond the initial support provided by Well Whitehaven
- Continuing to build and maintain trust.

Our plans for the future

Well Whitehaven introduced the Pathfinder approach of seed funding and joint delivery with the private sector early on in its application.

Private sector companies are already showing how community priorities can be delivered through their supply chain taking an active role in operational delivery. Sellafield Ltd is playing a significant role in supporting this approach, both as key funder and through



Our funding

Cash:

Well North	£400,000
Match funding – cash	£350,000
	£750,000

In kind:

Well Whitehaven partners	£259,490
Copeland Borough Council	£117,122
Copeland Community Fund	£204,467
	£581,079

Spending commitments to 31st December 2018

Staff resource	£14,920
Engagement programme	£10,000
Project delivery – Participatory Budget event	£100,000
	£124,920

We anticipate future spending of £380,000, to cover project delivery, an engagement programme and staffing.

its Social Impact Strategy, which places an onus on the supply chain in demonstrating tangible and measurable social impact.

Well Whitehaven is testing approaches for the supply chain in learning how to become involved with communities. We see that delivery long-term as Sellafield Ltd moves through its Transformation Programme and transfers key agendas into its supply chain.

The challenge for the community

will also be to learn to define their priorities in a way in which the private sector can respond, and Well Whitehaven has a lead role in piloting new approaches to enable this to happen.

Well Whitehaven can benefit not only from active private/commercial partners, but also localised funding long-term and the role of initiatives such as Cumbria Exchange.

Building confidence by inspiring and supporting local leaders

Donna Bradshaw from partner Prospect Business Consulting has advised the programme since it started. She pioneered our leadership development work with her team, and looks at how Well North's innovative approach to leadership has evolved.

“People who give a damn, and get up in the morning and do something about it!”

“People with a deep connection to the community and its people and make a difference.”

“Those who come together and put others and the place before themselves, taking action to help and improve lives.”

These are some of the many ways our Pathfinders described leadership to us. Starting three years ago, the Hub team began conversations with Pathfinders about how we support those people making an impact in communities – whether people are from business, arts, sports, food, making, providing services, community groups – paid or unpaid. What we were interested in is how do we find these people and support them and the work they are doing?

So we began a huge number of conversations and we learned an awful lot from the Pathfinders. Firstly, the words leader and leadership can create an issue – people don't often see themselves as a leader and can feel that the term can be off-putting. However, others felt that the Well North programme was an opportunity to “make the word leader our own” – defining what it means for them.

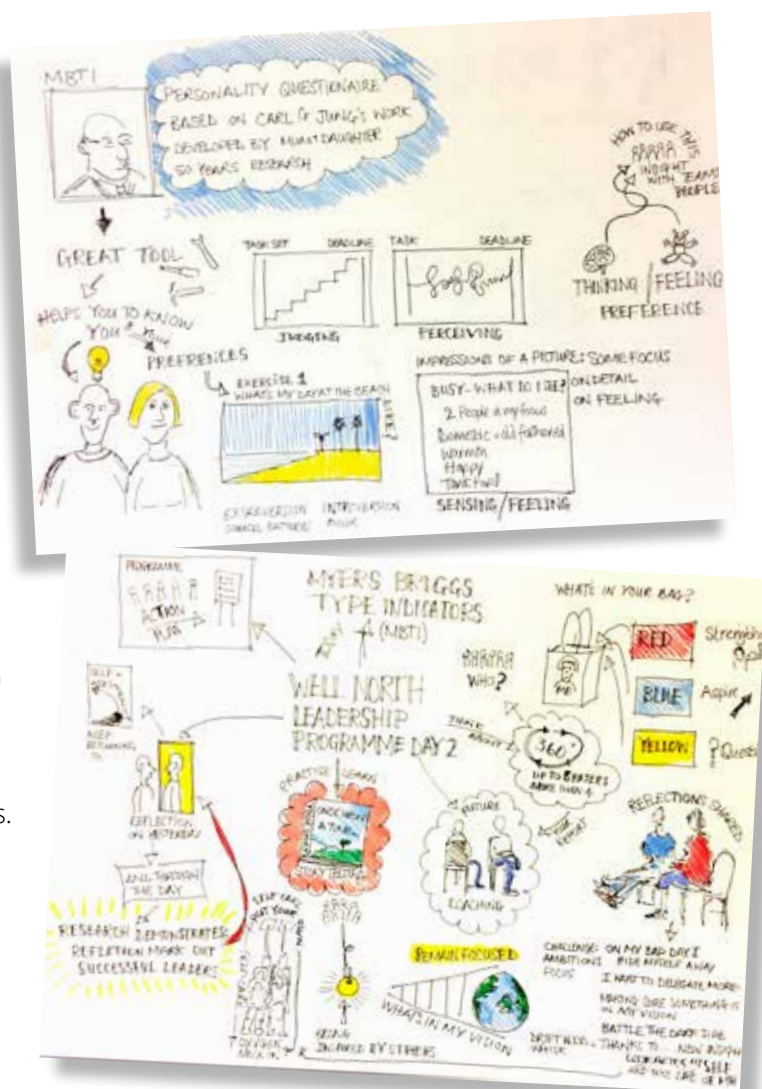
So we did precisely that. In workshops, webinars and chats we started to unpack what it is a good leader does in a community – what do they need to know? How do they behave? What sorts of attitudes and values do they have? How can leaders work together to make big things happen and sustain change? Of course there was a wide diversity of opinion and lots of ideas and fantastic examples, which we then distilled into the Well North Leadership Tool

which helps people to self-assess their own leadership qualities. This tool can also be used for 360 degree assessment – where you can ask others for feedback.

We also learned that people wanted something very different in terms of style – not chalk and talk classroom style workshops. Very much like Well North's immersion events with Pathfinders, people wanted to work creatively and in a way that opens up new ideas and facilitates the building of trust and learning together. Matt Worden, Well North's Artist in Residence, has injected significant creativity into the programme activities, as has Richard Cottier, an actor who specialises in personal impact and presence.

The leadership programme has

been designed around this work with our Pathfinders – and each Pathfinder has the option to access the programme and tailor it to their people. The menu of options is summarised below – and Pathfinders have opted for the elements and content that best suited their local circumstances.



Self assessments using the Well North Leadership Tool	High Impact Influencing masterclass	One to one coaching
Personalised pre programme calls with every delegate	Collaboration and leading with others masterclass	360 feedback assessments
Myers Briggs Personality Type Indicator Test	Self as leader two day residential masterclass	Action Learning

First across the line for the programme were Well Skelmersdale, launching in January 2019. Jackie Barringer from the Hub Team and Kathryn Kavanagh from the Pathfinder worked together very closely to recruit to the programme. Well Skelmersdale opted to include coaching, 360 assessments and the Myers Briggs Type Indicator alongside the masterclasses.

This provided great investment in their 11 delegates – who were an inspiring and amazing group of people. Their work enriches, supports and improves the lives of Skelmersdale people in many ways, including through the use of the arts, dancing, sport, food provision, domestic abuse support, cancer support, running social enterprises and voluntary groups and more

– their passion, commitment and inclusion of all makes for a very powerful mix.

The leadership programme will continue as part of the offer from Well North Enterprises. To find out more go to: wellnorthenterprises.co.uk/our-offer/energise-your-people/

Measuring and learning from change

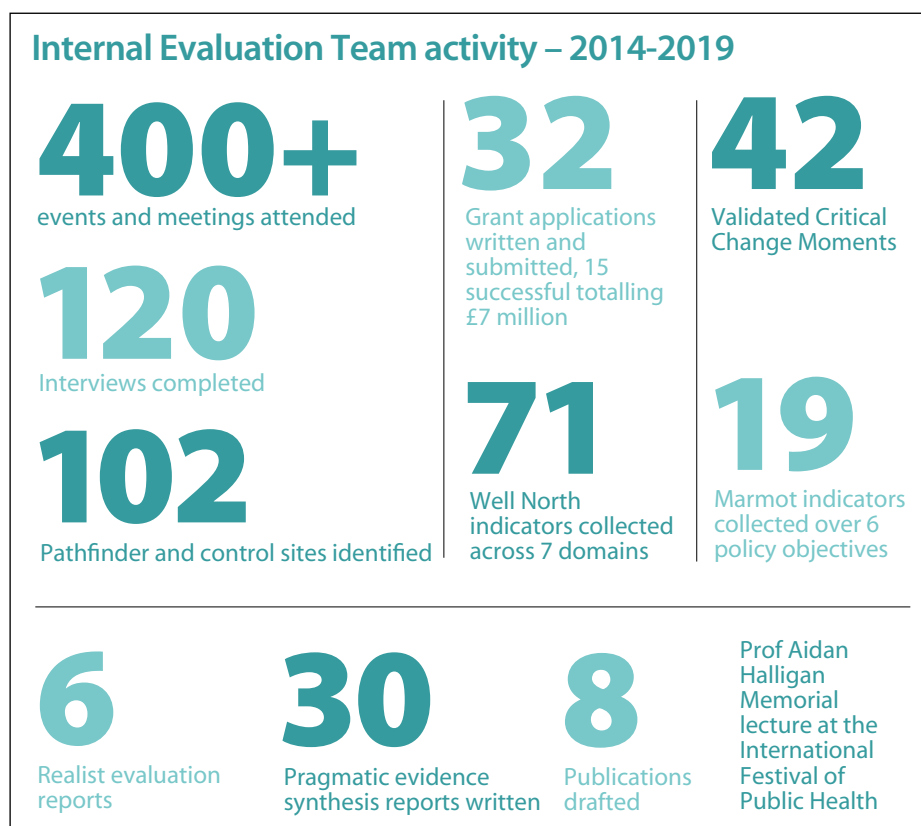
Over the past five years, an internal Evaluation Team from The University of Manchester has worked hand in hand with the Well North Hub and Pathfinders to evaluate the Well North programme. The ethos of the evaluation has been to provide real time support for Pathfinders to develop their action plans, offer open access tools and train community researchers.

The **rapid cycle approach** allows the Evaluation Team to provide feedback that can influence the programme by highlighting the positives, and teasing out the negatives. This approach allows the evaluation results to be used within the lifetime of the project, rather than after the programme has ended, allowing better use of resources.

Realist evaluation enables the Evaluation Team to understand what works, why it works, how it works and if it would work elsewhere. Through in-depth interviews and searching of the evidence, they have gained insight into the setting, objectives and the expected results of the activities. This also lets them know about any unintended consequences, both positive and negative. Examples of the evaluations have been shared with Pathfinders and published on the Well North website.

Working in partnership with the University of York, the Evaluation Team is assessing the use of resources and calculating the return on investment of all Hub and Pathfinder activities to see how cost-effective Well North has been.

The Hub and Pathfinder interviews with local leaders revealed a real enthusiasm for encouraging grassroots community change. The Pathfinders have highlighted how the key success factors in their areas



are engaging with local people, co-creating plans and helping them reach their full potential.

Critical Change Moments have been described by Well North Executive Chairman Lord Mawson as those moments when you shout 'Eureka'. These moments can make the difference between a project failing or succeeding. The Well North team developed a tool for collating identified Critical Change Moments. The Pathfinders continue to identify these moments and share them with the Evaluation Team, demonstrating real engagement and the impact on community level improvement.

Examples of critical change moments include:

- An unemployed individual who engaged with Well Halton was

encouraged set up a social enterprise to make films. This also led to an improvement in his mental health, self-confidence, skills and knowledge base. A left-field example of a business start-up.

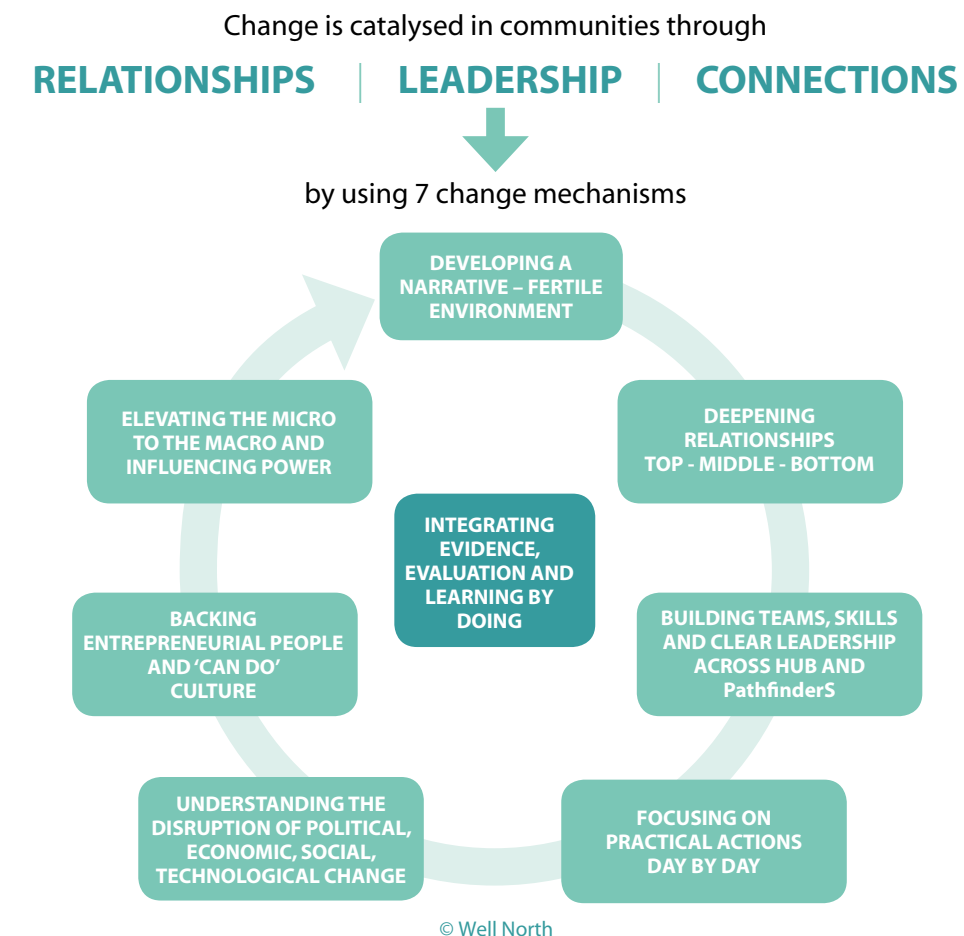
- Connecting an established social entrepreneur who had set up a sewing enterprise in Skelmersdale with a potential entrepreneur who replicated the business in Halton.
- Supporting a female entrepreneur in Bradford to organise community bike rides that coincided with the Tour de Yorkshire passing through the area. The events aimed to build confidence, ignite people's interest in cycling by breaking barriers to participation and to increase the uptake of cycling, particularly among Pakistani women.

The Well North Hub identified these seven mechanisms for creating change in communities. The Visual Analogue Scale was developed to measure progress against each of the seven mechanisms over time. This will allow the Evaluation Team to investigate which mechanisms are at play in each of the Pathfinders, and the most important success factors over time.

An early lesson learnt by the Well North Hub team was that success was due to "relationships, connections and leadership". Social Network Analysis (SNA) allows us to map out the relationships within the Well North programme. By visualising these networks we can identify how the Well North programme has stimulated relationships between and within Pathfinder sites. Over time, the SNA maps will demonstrate the growth within each Pathfinder site.

The Well North Star is a tool that allows members of the local community to decide what health and wellbeing issues are important to them. The tool can be used for local people, organisations and the region to measure and understand the state of their health and wellbeing. The training for collecting data can be used by the public and these tools have been developed by the Evaluation Team and published on the website.

Using the methodology developed by the Evaluation Team to engage with hard to reach groups, members of the community have been trained in research techniques such as collecting data. Through this process community members gain skills, and act as familiar and friendly faces to help discover information that is relevant to local people.



Evaluating the visits to the Bromley By Bow Centre showed how this mature social enterprise has both inspired and encouraged the Pathfinder projects to become lead agents in their community. As the founder of the social prescribing movement, the Bromley By Bow Centre has provided Pathfinders with a blueprint for community led services.

Many Pathfinders have had a focus on horticulture and growing. This has included links with community gardens, allotments and the Royal Horticultural Society. This has led to Pathfinders aiming for a more vibrant, local and sustainable food economy - eating better, local choice, cooking skills, reducing the carbon footprint and building resilient communities.

Pathfinders have prioritised local grant schemes to cut the red tape and deliver grants directly to local people to make the changes they need. The Evaluation Team have observed that the local ownership of these grant schemes brings with it better value for money than other grant schemes that local people don't have a say in.

The Evaluation Team have used a combination of existing methods, and bespoke evaluation techniques and tools to support the Hub team and Pathfinder sites to measure the impact of their activities. Resources, tools and techniques are freely available from the Evaluation team at: well.northevaluation@manchester.ac.uk

Inspiring change through arts and creativity

Early in the Well North programme we realised how important it would be to utilise 'creative thinking and doing' to achieve our ambition of unleashing healthy and enterprising communities. We wanted to:

- encourage different ways of seeing and to have conversations that took inspiration from turning convention on its head
- show creatively and visually the amazing work that was emerging across our Pathfinder sites.

So, we engaged Matt Worden, a visual artist, to work as our artist in residence. Matt has a long history of helping people understand both themselves and the world around them through pictures.



As our resident artist, he uses his skills to capture the special moments that community members experience in visual form, and to engage people in new conversations by showing them how to use creative thinking to confront the challenges they face. Here are just a few examples of Matt's work with Well North – you can see many more in his portfolio 'The Art of the Possible' at: <https://wellnorthenterprises.co.uk/matt-launches-an-exciting-arts-project-portfolio/>

At Well North immersion events Matt, working with other

skilled facilitators, used creative methodologies and activities to encourage new thinking that helped breakthroughs to happen. Creative activities support people to share what's important in their lives and the building of trusting relationships.

Matt was invited to work with students to create an artistic response to the Infinity Science Festival in September 2017. The festival, held at West Lakes Academy, Egremont, was for young people from schools across Cumbria. Professor Brian Cox both hosted the event and was the keynote speaker. The Festival attracted significant local and national media coverage. Matt conceived an installation piece as an inclusive activity that would produce a site-specific sculpture linked to the festival theme. It was meant as a metaphor linked to the theory of the 'butterfly effect'.

In addition to single artistic projects and exhibitions Matt has worked for long periods in Pathfinder sites, coming alongside local people and supporting new initiatives. One such project is the development of new Health Campus in Digmoor, Skelmersdale where an existing community led project, Evermoor Hub will co-locate with a new NHS primary care and GP practice. Matt has been using art activities to develop a 'state of readiness', building links between the volunteers who run the community centre, the staff at the medical centre and the wider community.

In addition to producing written



reports we present information in different formats to ensure we communicate effectively with varied audiences. Matt has produced animations of events and workshops, plus illustrations that capture the critical change moments and amazing developments being achieved across Pathfinders.



Looking to the future – Well North Enterprises



Lucinda McArthur, Chief Executive of Well North Enterprises, outlines the exciting possibilities that the Well North legacy vehicle now offers.

I am really excited to be working with Andrew Mawson and other colleagues to develop a new social business. Well North Enterprises has been created at the request of Public Health England for legacy, replication and spread of the learning from Well North.

Well North Enterprises will support local communities to drive change from the ground up. We innovate, challenge and connect people, enabling them to turn local challenges into opportunities, delivering what matters most to local people.

We inject positivity, resilience, disruptive thinking and a business mindset when it's needed most – transforming neighbourhoods into dynamic communities where local people can live, learn, play, work and thrive. We're the real, longer term and entrepreneurial solution; a new approach to rebuilding communities and transforming health.

Well North Enterprises is a social business with an accompanying business ethos. We are growing relationships with the business sector to enhance our offer and bring added value to our clients, value that unlocks even further the opportunities in people and places.



The Well North Enterprises team have a 35-year track record of creating entrepreneurial, healthier and more sustainable communities in the UK and overseas. Drawn from the public, private, charitable and business sectors we have an eclectic team with a unique set of skills, approaches and contacts.

Under Andrew Mawson's leadership, we draw on his learning and experience from his journey that started at Bromley by Bow, which now operates on 30 sites in East London, has over 40,000 patients and has generated 83 businesses, and more latterly St Paul's Way Transformation Project. Andrew played a key role in the Olympic legacy and

the development of the Queen Elizabeth Olympic Park.

We have also distilled all the learning from the ten Pathfinders into a model of change, and a flexible three-stage process of 'diagnostic', 'immersion' and 'mobilisation', which delivers sustainable results. To enhance this, we can draw from other elements of our business offer, including provoking new thinking, accessing our networks, energising your people and resourcing your vision.

We are harnessing this knowledge and our experience to ensure that Well North Enterprises sits alongside communities, helping them to realise their dreams, unlocking the potential in people and places.

If you're interested in pushing yourself, your team or your community further on embracing change and raising the ambition, do please get in touch: www.wellnorthenterprises.co.uk enquiries@wellnorthenterprises.co.uk

Celebrating Well North



“I’m very proud of the great work being done across our Pathfinders to ‘join up the dots’. These connections and conversations are at the heart of Well North’s success. It’s all about people, not systems or structures – we’re improving health and wellbeing by taking a radically different approach.”

Lord Andrew Mawson, Executive Chairman, Well North

Andrew was among over 60 colleagues from across the Hub and Pathfinder teams who met in March 2019 to celebrate Well North’s achievements as the programme came to an end. Follow Well North’s story at: <https://www.youtube.com/watch?v=kQOfYaB8qao&feature=youtu.be>

Duncan Selbie, Chief Executive of Public Health England, was a special guest at the event and thanked all those attending for making Well North such a success. Watch a video of Duncan sharing his reflections on Well North at: <https://www.youtube.com/watch?v=3g9MZaXYH-M&feature=youtu.be>



Thank you!

Well North owes its success to so many inspired and inspiring people and organisations:

The late Professor Aidan Halligan deserves particular recognition for seeing both the need and the opportunity to create Well North. We are proud that the difference Well North is making to many lives and communities is a fitting tribute to Aidan’s inspiration, vision and compassion.

We are grateful to Chief Executive Sam Tunney, who worked with Aidan to make his vision a practical reality and with Andrew Mawson to anchor and develop Well North following Aidan’s untimely death.

Thanks also go to:

- Duncan Selbie and his team at Public Health England
- The Well North Board and Executive
- Pathfinders and their local partners
- The Hub team
- The University of Manchester
- Well North Ambassadors Mark Ashton, Nikki Davis and Paula Gamester
- Special advisers including Lord Crisp, Professor Dr Sir Sam Everington, Professor Sir Ian Kennedy, Professor Sir Michael Marmot and Rob Trimble
- Our business partners: Brewin Dolphin, Dransfield Properties, OCS and the RHS
- The Bromley by Bow Centre team
- All the many other partners who have encouraged and supported us, from the voluntary, charity, and commercial sectors.
- Those who have made time to meet and listen to us: Secretaries of State, Government ministers, senior civil servants plus local and national leaders in the public, business and social enterprise sectors.

Thanks also to Matt Worden for the cover design, Charlie Snowdon at Charlie Snowdon Graphic Design for design/production and Jill Hulme for editing/co-ordination.

“Everything comes down to relationships and people. There are four things that matter to everyone: having a reason to get up in the morning, something meaningful to do, enough money to live on and sharing affection and friendship. Well North had the vision to realise this is what will help people to live longer in good health – and to put it into practice across ten communities.”

Duncan Selbie, Chief Executive, Public Health England

Well North is a partnership between Public Health England, The University of Manchester and Health Innovation Manchester.



The programme ended on 31st March 2019 but its legacy will be continued by Well North Enterprises:

www.wellnortherprises.co.uk
enquiries@wellnortherprises.co.uk
[@WNEnterprises1](https://twitter.com/WNEnterprises1)

