

<b>Report Title</b>	Levelling Up White Paper Report		
<b>Sponsoring Executive</b>	Rachel Barlow, Director of System Transformation Daren Fradgley – Chief Integration Officer		
<b>Report Author</b>	Austin Bell- Project Director with contributions from Executive Team		
<b>Meeting</b>	Trust Board (Public)	<b>Date</b>	6th April 2022

<b>1. Suggested discussion points</b> <i>[two or three issues you consider the Trust Board should focus on]</i>
<p>This paper provides a summary of the government’s recently published White Paper for “Levelling Up the United Kingdom”. As a Trust we are already engaged in many significant activities and initiatives which are complementary to the 12 missions as set out in the white paper.</p> <p>We serve one of the most deprived populations in the country, a situation which will get worse as the cost-of-living crisis begins to bite. We know that deprivation leads to poor health outcomes and therefore demand on our services. It is therefore worth serious consideration how we, as a major ‘anchor’ institution, can use our position to influence and drive the levelling up agenda.</p> <p>This paper includes Appendix 1 an initial review of our alignment to the 12 missions, plus options for future consideration. This is a long list to be prioritised for focused action via the Integration Committee. This prioritisation will produce a delivery plan, aligned to our Population strategic objective.</p> <p>It is important that the Trust Board is sighted on the government’s strategy and understands the alignment to the Population strategic objective. The strategy signals a series of funding allocations over the coming year which will be formalised through the publication of white papers. We will need to work closely with stakeholders such as Sandwell Council to maximise our ability to apply for funding for our focused initiatives as funding pots become available. This analysis therefore provides the Board with the advanced knowledge of the white papers and presents a series of opportunities to extending our strategic ambition in the population space.</p>

<b>2. Alignment to our Vision</b> <i>[indicate with an ‘X’ which Strategic Objective this paper supports]</i>								
<table border="1"> <thead> <tr> <th>Our Patients</th> <th>Our People</th> <th>Our Population</th> <th></th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td>To work seamlessly with our partners to improve lives</td> <td>X</td> </tr> </tbody> </table>	Our Patients	Our People	Our Population		To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives	X
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<b>3. Previous consideration</b> <i>[where has this paper been previously discussed?]</i>
N/A

<b>4. Recommendation(s)</b>
The Trust Board is asked to:
<b>a. DISCUSS</b> the Levelling Up Missions and our current alignment and future considerations.
<b>b. ACKNOWLEDGE</b> the plans to develop this work into a comprehensive programme and delivery plan.
<b>c. EXPECT</b> future updates via the Integration Committee of progress

<b>5. Impact</b> <i>[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]</i>						
Trust Risk Register		n/a				
Board Assurance Framework		n/a				
Equality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input type="checkbox"/>	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input type="checkbox"/>	If 'Y' date completed

**SANDWELL AND WEST BIRMINGHAM NHS TRUST**  
**Report to the Public Trust Board: 6<sup>th</sup> April 2022**  
**Levelling Up White Paper Report**

**1. Introduction**

- 1.1 On 2 February 2022 the Government published its long-awaited levelling policy paper “Levelling Up the United Kingdom”. This includes details of a new devolution framework, the establishment of a new independent data body and a new Levelling Up Advisory Council.
- 1.2 The White Paper cites many billions of funding for the economy. Significant amounts of this have been committed since 2019, were part of that election manifesto and have also been part of Covid 19 recovery plans. The plans include the commitment for 40 new hospitals which effectively includes Midland Metropolitan University Hospital (MMUH).
- 1.3 The Trust is expecting to be a direct beneficiary in coming years via the Towns Fund (administered by DLUCH) which will majority fund the new Midland Met Learning Campus.
- 1.4 The strategy has as key elements the need to address inequalities and social and economic deprivation and it is expected that effort will be focused towards areas that are lagging behind such as the Midlands and the North.
- 1.5 The paper will trigger a series of follow-on white papers over the next 12 months which should also signal substantial investment to enable their delivery.
- 1.6 As a Trust which serves a population amongst the most deprived in the country, which will inevitably be impacted further by the cost-of-living crisis, we need to consider our alignment with the various missions. We should then build an engagement and delivery plan which capitalises on the influence and engagement we have by virtue of being a key anchor institution in the area.
- 1.7 This work will be monitored through the newly formed Integration Committee.

**2. Introduction to Levelling Up White Paper**

- 2.1 The White Paper also provides details of 12 new missions across 4 broad areas:
  - Boosting productivity and living standards by growing the private sector
  - Spreading opportunities and improving public services,
  - Restoring a sense of community, local pride and belonging
  - Empowering local leaders and communities

2.2 The White Paper promises a series of next steps: a comprehensive programme of engagement across the UK; consultation on missions and metrics and the devolution framework; the establishment of a new body focusing on local government data; rolling out Levelling Up Directors across the UK; simplifying growth funding; creating three sub-groups to support the levelling up advisory council; and introducing future legislation to create an obligation on the UK Government to publish an annual report on progress and to strengthen devolution legislation in England.

2.3 The Levelling Up White Paper sets out 12 national missions, summarised below.

- **Pay, employment and productivity** will rise across all areas
- Domestic **public investment in R&D** outside the SE will increase by 40% and **leverage private sector investment**
- **Local public transport connectivity** will be closer to London standards
- **Digital connectivity** will bring enhanced 4G and 5G capability
- **Education standards** will increase at primary age across reading, writing and maths.
- **Skills** and an increase in number of people completing high quality skills training
- **Health and life expectancy** will have improved
- **Wellbeing** will have improved
- **Pride in Place** will improve including local engagement
- **Housing** will have improved specifically for those renting
- **Crime** will have fallen
- **Local Leadership** to be enhanced including devolution deals

### 3. Local Deprivation Statistics

3.1 The Department for Levelling Up, Communities and Homes previously published a deprivation index comprising multiple indicators of deprivation (employment, education, skills & health).

3.2 The population that the Trust serves across Sandwell and Birmingham falls largely into the most deprived and second most deprived quintiles in the country – see fig below.

3.3 It is self-evident that our population is amongst the most deserving in the country to benefit from levelling up funding and the Trust as a major anchor institution in the area we have a major role to play in delivering on the Levelling Up agenda.

#### 4. Current Positioning Against the 12 Missions

4.1 The Trust is already engaged in activities and initiatives which will have a significant and positive impact on the 12 missions – an initial “sense check” is contained at **Annex 1** and includes **Current Alignment** and **Future Considerations**.

4.2 Key examples include:

- Midland Metropolitan University Hospital - healthcare
- Midland Met Learning Campus – education, skills and employment
- Regeneration initiatives around MMUH
- Redevelopments at City and Sandwell Hospitals incl initial proposals for a new Birmingham Midland Eye Centre (BMEC).
- Collaborative working with Birmingham City Council, Sandwell Metropolitan Borough Council, West Midlands Combined Authority, Homes England and Canal & Rivers Trust on Smethwick to Birmingham Regeneration Corridor
- Deployment of the Place Based Partnership model in both Sandwell and West Birmingham
- Engagement of the wider local authority teams including housing to work on making our communities more resilient in the future through the resilient communities’ programme
- Existing R&D work and proposals to expand “own account research”
- Sandwell Anchor Institution Network
- Updated workforce requirements which will drive employment (and need for education and skills) in the area
- Our commitment to paying the Real Living Wage, updated annually
- E-bike promotion and expansion
- Arts programme
- Community engagement being accelerated
- Recent instruction to commence detailed work on Population Strategic Objective, which will define a) the overall strategy and objective, as well as b) the detailed SMART action plan and metrics. This will all review elements which have an impact on our population and the classic “Wider Determinants of Health” diagram shown below will be relevant to this, and the 12 missions in the Levelling Up paper.



*Dahlgren and Whitehead, 1991*

## 5. Next Steps

- 5.1 As the various white papers are published it is essential that we as a Trust are able to react quickly and to work with relevant stakeholders / awarding bodies to apply for funding where needed to support existing or new projects.
- 5.2 A more detailed analysis of the current alignment and gaps should be progressed (also linked to population strategic objective work) and a cross cutting matrix developed to simply show how we are already developing, and options for the future.
- 5.3 This analysis will then need prioritising and refining via the Integration Committee to recognise where we can have greatest impact, and also to align with finance and funding work to deliver that impact.
- 5.4 Existing Levelling Up funding rounds are applied for via Local Authorities and need relevant MP support. It is likely that other avenues will become apparent, and the Trust should actively engage with stakeholders and develop a more detailed list of areas where investment could be sought in support of the various missions.
- 5.5 Midland Met Learning Campus demonstrates that we can successfully do this with an anticipated award of £12.9m from the Towns Fund.
- 5.6 Progression and conclusion of the Population Strategic Objective work with Igloo (specials urban regeneration development management company who focus on “people, planet and place”) and specialist advisors.
- 5.7 Development of a delivery plan to support the Levelling Up agenda will be a key output of this work.

5.8 The work will be overseen by the newly formed Integration Committee.

## **6. Recommendations**

6.1 The Trust Board is asked to:

- a. **DISCUSS** the Levelling Up Missions and our current alignment and future considerations.
- b. **ACKNOWLEDGE** the plans to develop this work into a comprehensive programme and delivery plan.
- c. **EXPECT** future updates via the Integration Committee of progress

**Austin Bell Project Director with Executive Team contributions**

**23<sup>rd</sup> March 2022**

**Annex 1 – Levelling Up Missions with Current Alignment and Future Considerations Mapped**

## Annex 1 – Levelling Up Missions with Current Alignment and Future Considerations Mapped

Levelling Up Missions & Themes	
<b>Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging</b>	
1	<p>By 2030, <b>pay, employment and productivity will have risen in every area of the UK</b>, with each containing a globally competitive city, and the gap between the top performing and other areas closing.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>Trust has removed Band 2 from pay scale and only pay band 3 minimum available now, linked to our Real Living Wage commitment.</li> <li>Increased our apprenticeship wage to ensure it matches national living foundation wage employer commitments and continue to commit to matching this on an ongoing basis.</li> <li>Made a commitment to work with the Department of Work and Pensions (DWP) to recruit those in hard to reach groups to include those with disabilities, mental health issues, from refugee groups, homeless people through St Basils and ex-offenders with HMP and probationary service to reduce long term unemployment issues.</li> <li>Trust Chief People Officer personally signed up as an enterprise advisor for the system in collaboration with the Black Country Consortium to assist local schools education and career advisory services to work with us as a lead provider to support children and young people in gaining access to a career pathway with us.</li> <li>Midland Met Learning Campus is specifically focused on skills and employment, key metric used in Business Case for Value for Money / Benefit Cost Ratio is impact on wage premia (scored as excellent).</li> <li>The Sandwell Anchor Institution Network (established late 2021) brings together the key anchor institutions in Sandwell to use their economic agency (including their purchasing power, workforces and assets) to powerfully shape a socially just economy in Sandwell and to support jobs and businesses. This work is coordinated by the Centre for Local Economic Strategies (CLES).</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>Consider local procurement and payment metrics to local businesses, working with Sandwell and Birmingham Councils and prioritising local employment, sourcing and manufacture of supplies.</li> <li>Potential to expand Midland Met Learning Campus offer and scope, bring together more collaborations with other partner organisations, expansion of courses and linkages into wider system requirements for training, not just focused on our Trust.</li> <li>Recruitment of local people for local jobs by creating an apprentice agency that starts with carers and works through to registered professionals.</li> <li>Work with the local voluntary and third sector to promote employment in our hard to reach community to roles across agencies in the Place Based Partnerships.</li> </ul>

2	By 2030, domestic <b>public investment in R&amp;D outside the Greater South East will increase by at least 40%</b> , and over the Spending Review period by at least one third. This additional government funding will seek to <b>leverage at least twice as much private sector investment</b> over the long term to stimulate innovation and productivity growth.
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• Trust currently has 3 relevant areas: <ul style="list-style-type: none"> <li>○ Research Network funded studies agreed nationally where we recruit patients as required.</li> <li>○ Commercial Studies funded by pharmaceutical companies – can be simple &amp; high volume, or complex and low volume, tends towards outpatients rather than acute / inpatient and dropped off during Covid.</li> <li>○ Own Account Research – Trust has an idea to explore, using own staff and collaborations with partners, Universities, Birmingham Health Partners etc. Funding from variety of sources such as Research Council, Wellcome Trust etc.</li> </ul> </li> <li>• The aim is to grow the 3<sup>rd</sup> strand (own account research) and it will also be good for staff development and retention as well as recruitment of new staff.</li> <li>• Paper for Trust Board on Research and Development strategy is due imminently.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Opportunity for private sector investments such as IBM, based on the Artificial intelligence (AI) I imaging work being delivered by Dr. Sarah Yusuf.</li> <li>• In Health and Alliance Healthcare are potential investors/partners in BMEC as well as potential Imaging diagnostic hubs/Academies being discussed with BCU.</li> <li>• Potential if Learning Campus is successful to expand and bring in dedicated Research and Development space and investment working with other partners.</li> <li>• Consider working with technology companies on remote and AI monitoring of patients in their own homes to establish best practice that can be scaled up across the Trust and further.</li> <li>• The opportunities from our membership of Birmingham Health Partners and our alliance with Aston University are both important to fully scope how to optimise the R&amp;D future impact.</li> </ul>
3	By 2030, <b>local public transport connectivity across the country will be significantly closer to the standards of London</b> , with improved services, simpler fares and integrated ticketing.
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• MMUH will have an influencing effect on local public transport, early discussions commenced with Transport for West Midlands (TfWM) referencing bus routes / provision.</li> <li>• Transport Working Group being re-established, but will be focused on MMUH</li> <li>• Cycle routes being discussed at MMUH with Birmingham City Council (BCC) &amp; Sandwell Metropolitan Borough Council (SMBC) and opportunity to bring them directly through the site.</li> <li>• Progression of e-bike clinical study as well as e-bikes scheme up and running and being extended to patients.</li> <li>• E bike stands at hospital sites.</li> <li>• Car sharing scheme is up and running for staff but take up is currently low (pandemic has hindered this).</li> <li>• Green Transport Plan updated every year.</li> </ul>

	<p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Lobby for additional railway station close to MMUH.</li> <li>• Expand Transport Working Group so more strategic in nature, link into TfWM Public Transport Plan as well as studies for how populations access public transport – e.g University of Birmingham paper on Public Transport and Access to Healthcare in Socio-Economically Disadvantaged Areas: The case of Birmingham.</li> <li>• Explore the use of e-cargo bikes and free e-pool bikes for community staff.</li> <li>• Output of Green Plan work and review – promoting shift away from cars.</li> <li>• We could look at partnering with private partners and extending shuttle bus between sites, can it pick public up not just staff, keep fares down etc?</li> <li>• Promote canal access and water taxis linking sites.</li> <li>• Long term strategy to reduce car usage through creating more active and accessible travel options and innovative ways of delivering health care.</li> <li>• Work with local business to improve transport links whilst directly improving air quality which will directly affect respiratory outcomes.</li> </ul>
<b>4</b>	<p><b>Digital Connectivity</b> By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• We are rapidly moving towards a mobile first world. We expect our communication and information delivery to be primarily on mobile networks and mobile phones by 2030.</li> <li>• 5G plays a huge role in this for speed and connectivity. We have a proposal to have 4G relayed inside and outside all sites and expect signal and service to be good across our estate including MMUH.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• As a pivotal community building and hub our visitors, staff and users will be anticipating connectivity throughout their time on site.</li> <li>• Work with third sector and local authority colleagues within the Resilient Communities programme to directly respond to the digital poverty gap</li> </ul>
	<p><b>Spread opportunities and improve public services, especially in those places where they are weakest</b></p>
<b>5</b>	<p><b>Education</b> By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• NOTE – This mission is focused on primary school children.</li> <li>• Learning Campus will have a positive impact generally, and should have been operating for 5 years, but focused on level 16 upwards. It will via the Learning Works &amp; Sandwell College be able to help with adult education and literacy &amp; numeracy and there may be an opportunity to create a trickle-down benefit via adults to younger children.</li> </ul>

	<p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• We could consider the use of retained estate at City Hospital site to build a new school/nursery to support the new population living in the area.</li> <li>• Potential to link to early years/school nursing services that we deliver.</li> <li>• We could think more broadly about how we use our own nursery which currently takes child from 6 weeks old up to 5 years old pre-school – we could potentially run some supplementary, learning sessions for our own local community, provide some holiday places and activity clubs alongside utilise the proven capability we have in providing literacy, numeracy and digital skills to wider members of the family.</li> <li>• Actively engage with local schools and academies to support education whilst delivering health and wellbeing management advice. The prevention agenda of known long term conditions prevalent in our communities can be challenges through supportive education in early years for future generations.</li> </ul>
6	<p><b>Skills</b></p> <p>By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• The Trust’s Volunteer Service is delivering partnership schemes to provide routes to employment for those who volunteer with the Trust.</li> <li>• The arts programme is developing trainee schemes to offer experience to those interested in careers in the arts. This is currently a very under-resourced sector for skills development opportunities.</li> <li>• Learning Campus will contribute circa 1320 learners assisted per year (range of courses), effectively doubling existing provision. Depending on its success, could increase to near 2000 outcomes per year.</li> <li>• We also have a return to practice collaboration going with Health Education England (HEE) for those staff who are no longer professionally registered alongside the potential to work in collaboration with the community arm of our local trade union body to deliver accredited digital skills and other formal training through a formal learning agreement.</li> <li>• We have also signed up to the armed forces covenant and will be supporting veterans in retraining formally through this route.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Potential to offer support to local communities with financial planning and budgeting skills as well as mental health first aid training to support them in helping people deal with the adverse impact of the economic downturn.</li> <li>• Review work experience offer and see if we can improve it.</li> <li>• Link with the Health Futures University Technical College and support their curriculum.</li> <li>• Expansion of Volunteer Service partnership and other schemes will enable more local people to benefit from these opportunities.</li> <li>• Commence health and care apprentices for local people with a commitment of local jobs for committed local people after their training is supported and completed. This must include hard to fill roles such as domiciliary care and social workers.</li> </ul>

7	<p><b>Health</b></p> <p>By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• The Sandwell Health and Care Partnership will directly address most of these challenges within the communities through the Town Teams</li> <li>• The Place Based Partnership in both Sandwell and Ladywood and Perry Barr working with Public Health the directly build programmes that respond to the wider determinants of health.</li> <li>• Resilient Communities programme working with SMBC on an opportunity to provide public health – self-care and self-management of chronic health conditions and healthy lifestyle habits and health ‘MOT’ through our health and wellbeing hub linked to the local community where individuals can benefit from specialist support and early access to screening to support prevention of e.g., pre-diabetic support, weight management, nutrition.</li> <li>• The Place Partnerships are deploying Care Navigation services that will ensure that access to health and care is simple and removes the current duplication and delay</li> <li>• Trust Chief People Officer also leading the system Health and Wellbeing People Board programme as Senior Responsible Officer (SRO) for the system and secured trailblazer project support to help us reduce health inequality access gaps through targeted wellbeing initiatives for the local community and allowing other providers access to our facilities to support wider social wellbeing and engagement to include our gym and recreational facilities.</li> <li>• Green Plan includes elements that will reduce greenhouse gas emissions (e.g., transitioning to greener inhalers, using low carbon anaesthetics, moving to social prescribing, running appointments virtually, etc.).</li> <li>• Midland Met Learning Campus will deliver education, skills and employment and therefore increased wages, reduced poverty and enhanced life expectancy.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Right Sizing community services goes part way to addressing the current demand presented on acute services. However additional focus is required to change the flow of access through general practice and urgent care before the patient even considers the need for services provided by Emergency Departments.</li> <li>• Green Plan should contribute as public health and sustainability link closely. Measuring the impact is tricky – will require further work to consider metrics and etc.</li> <li>• Big push on active travel initiatives for staff and lead the way for community: <ul style="list-style-type: none"> <li>- e-bike trials and clinical study</li> <li>- reduction in car use for staff</li> <li>- e-cargo bikes</li> <li>- coordinated public transport with BCC, SMBC and TfWM</li> </ul> </li> <li>• Link into the broader regeneration frameworks approved by BCC and SMBC – key focus is on health of population – consider how build on that and create long term local employment opportunities</li> </ul>

8	<p><b>Well-being</b> By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• A complete refocus is underway through the place based partnerships to address the socio economic factors of health that promote better well being and prevent future physical and mental illness.</li> <li>• Through the resilient communities work at place, the provision of well being services in each town to enable easy access to support before interventional care is required.</li> <li>• Trust Chief People Officer leading the -system H&amp;W People Board programme as SRO for the system and secured trailblazer project support to help us reduce health inequality access gaps through targeted wellbeing initiatives for the local community and allowing other providers access to our facilities to support wider social wellbeing and engagement to include our gym and recreational facilities.</li> <li>• Midland Met Learning Campus is specifically focused on skills and high value employment in public sector, which will lead to reduced poverty and increased wellbeing.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Extend the scope of interventions provided by the care navigation centre to include self-directed support and advice. Development of a one stop approach that links every health and well being service together 24/7 connected to national 3 digit numbers.</li> <li>• Consideration on how we develop our sites – encouraging green space, public access, permeability etc – and how we do that at City Hospital with Homes England, as well as at MMUH and Sandwell.</li> <li>• Linkages into broader Smethwick to Birmingham Regeneration Framework now approved as policy by BCC and SMBC which Trust was instrumental in initiating and maintains an ongoing input.</li> </ul>
<p><b>Restore a sense of community, local pride and belonging, especially in those places where they have been lost</b></p>	
9	<p><b>Pride in Place</b> By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• MMUH is a catalyst for an arts and culture programme funded through the Trust Charity.</li> <li>• The new hospital will provide the biggest single art gallery in the region.</li> <li>• Resilient communities programme will work with housing and the local authority on place shaping for the future</li> <li>• The public spaces in MMUH are designed to be centres for culture and community development.</li> <li>• MMUH combined with the Learning Campus will represent a massive investment in one place, and likely to expand as we develop out the sites.</li> </ul>

	<ul style="list-style-type: none"> <li>• Joint work with SMBC, West Midlands Combined Authority (WMCA), Canal &amp; Rivers Trust around the Midland Met site, bringing canal back into use, promoting open / green spaces, community use will cement the sense of community at this location</li> <li>• Same for City Hospital and Sandwell as they are reconfigured and redeveloped.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Future growth in this area includes further expansion of partnerships, sustainable income streams for the arts programme, development of a leading cultural programme with national significance.</li> <li>• Focus on MMUH site and City site as community centres and try to join them up.</li> <li>• Community activities such as farmers markets, craft fairs will help with engagement between communities. Includes consideration of type of retail units in MMUH so community feels sense of engagement / ownership.</li> <li>• Potential to offer quality housing, jobs, training and education. We will consider working with businesses and investors and ensure the communities are with us.</li> <li>• Diversion of funding from health and care organisational budgets for communities to bid for place shaping and self-directed improvements.</li> <li>• Creation of a challenge funds for communities to take ownership of their own prevention agenda and plans</li> </ul>
10	<p><b>Housing</b> By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• Live and Work scheme for young people, Key worker accommodation at Sandwell, partnerships with St Basils.</li> <li>• Housing providers are now working inside of the Place Partnerships and considering the wider determinates of health as part of the Dahlgren model.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Influence the development around our sites – at City Hospital with Homes England and at MMUH on adjacent land.</li> <li>• Work with local authority and housing developers to mandate through local planning a base specification for new developments to be place shapers.</li> <li>• Opportunities for future land sales at City / Sandwell.</li> <li>• Direct control over residential development on our sites (if we retain control) such as City and Sandwell.</li> <li>• Opportunities to develop partnerships with housing providers</li> </ul>

11	<p><b>Crime</b> By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• “Toxic trio” factors of social deprivation; crime &amp; domestic abuse and low income are fundamental to higher rates of crime.</li> <li>• Majority of existing initiatives and strategies already in play and highlighted above will lead to less social deprivation and higher incomes which will lead to lower rates of crime.</li> <li>• Key focus is education, skills and employment as reduces poverty and increases income levels.</li> <li>• Direct work with the police and third sector organisations commissioned with public health to address domestic abuse within the remit of the Health and Wellbeing Board.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• Majority of “future considerations” noted above will also influence and lower rates of crime.</li> <li>• Consider how to create and influence community safety and cohesion partnerships that the Place partners are influential members off.</li> <li>• Re design supportive services that directly address the support needs required for drug, alcohol and domestic abuse.</li> </ul>
<p><b>Empower local leaders and communities, especially in those places lacking local agency</b></p>	
12	<p><b>Local Leadership</b> By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement</p>
	<p><b>Current Alignment</b></p> <ul style="list-style-type: none"> <li>• The white paper debated last month on place shaping sets the baseline for local leadership and accountability in this area.</li> <li>• The opportunity exists for devolution of NHS spend to local teams (Places) to shape local services.</li> <li>• The system has the opportunity to look at bigger levelling up items such as technology based services and costly interventions at scale.</li> </ul> <p><b>Future Considerations</b></p> <ul style="list-style-type: none"> <li>• The system must take a wider strategy on System wide levelling up and investment in technology supported services for the future that.</li> <li>• The place devolution must happen in a transparent and progressive manner. The current delays described as shadowing is stalling potential progress.</li> </ul>