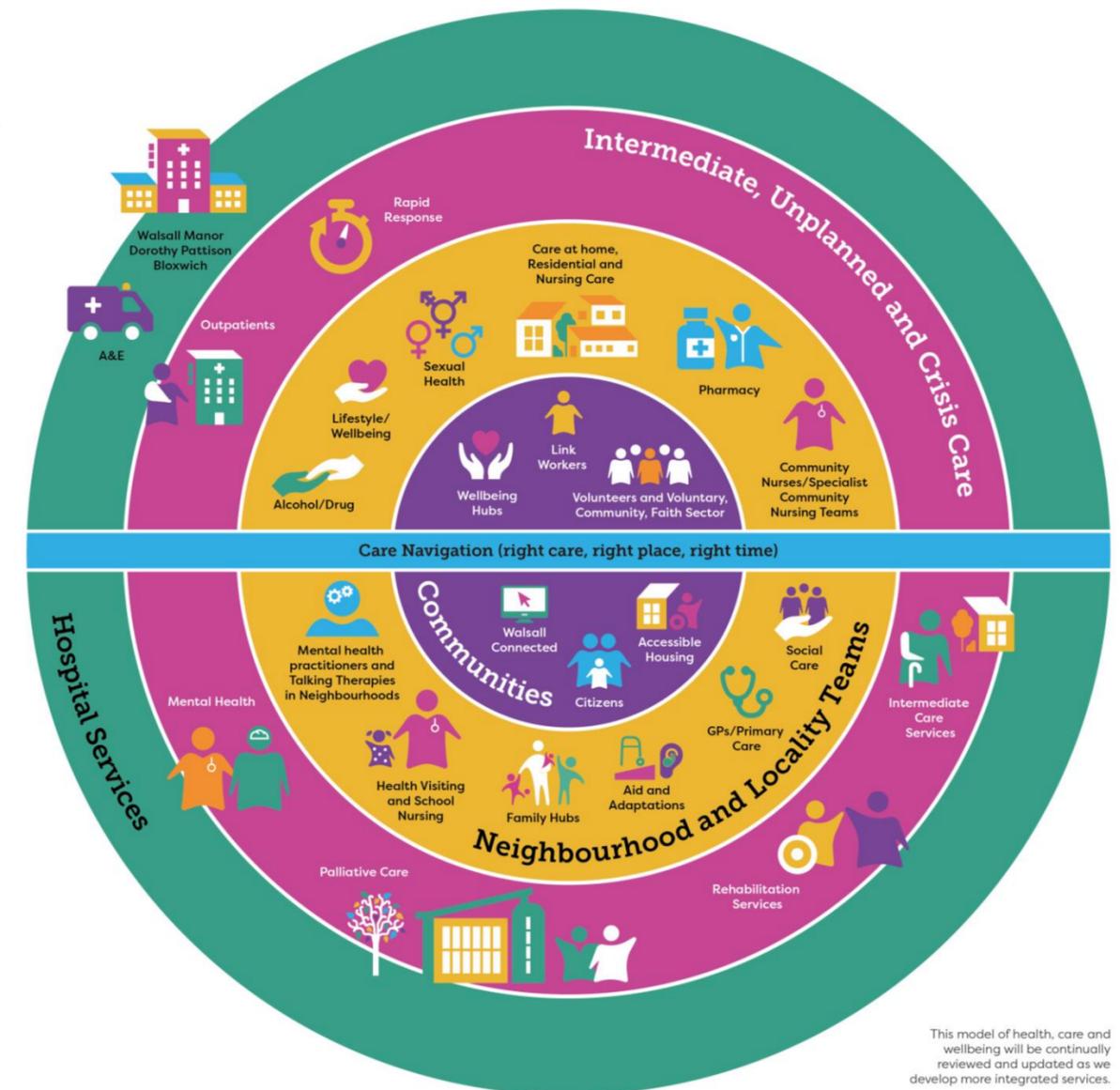


Overview



- Partnership aimed at improving the health, care and wellbeing of Walsall residents through **integration**
- We integrate services, pathways and support in line with our **Model of Health, Care & Wellbeing**
- We measure improvement against the Walsall **Wellbeing Outcomes Framework (WWOF)**



- Prioritisation of resource and effort where collective action is required to 'shift the dial'
- Recognising the fundamentals of wellbeing, influence wider partnerships and areas of service and support
- Enable connections and relationships

Outcomes Framework



Fundamental	Population level outcomes JSNA, JHWBS	System level outcomes NHS, PHOF, ASCOF	Service level outcomes Neighbourhood Health & Care	Individual outcomes Self Reported
Health	<ul style="list-style-type: none"> • Healthy Life expectancy • Long term conditions prevalence • Healthy behaviours • Screening and immunisations • Inequalities 	<ul style="list-style-type: none"> • Emergency hospital admissions • Outpatients • GP Access • Community waiting times 	<ul style="list-style-type: none"> • Long term conditions control • Personalised care and support plans • Medicines optimisation • Long-term care packages 	<ul style="list-style-type: none"> • Wellbeing (WEMWBS, ONS4) • Patient Reported Outcome Measures (PROMs) and Patient Reported Experience Measures (PREMs)
Money	<ul style="list-style-type: none"> • Economic inactivity due to poor health • Households in relative low income 	<ul style="list-style-type: none"> • Recruitment and retention rates • Sickness due to MSK • Uptake of support e.g. household support fund, Holiday Activity & Food programme 	<ul style="list-style-type: none"> • Work 4 Health and Work Well • Signposting to advice about financial matters • Safeguarding escalations in relation to financial matters 	<ul style="list-style-type: none"> • Knowing where to go for help with financial matters or benefits
Meaningful Activity	<ul style="list-style-type: none"> • Participation in cultural/sport activities • Adults reporting good work-life balance 	<ul style="list-style-type: none"> • Volunteering • Availability of community activities, groups 	<ul style="list-style-type: none"> • Referrals/connections to community groups and support 	<ul style="list-style-type: none"> • Participation in new activities that have helped you feel more socially connected
Transport	<ul style="list-style-type: none"> • Public transport accessibility: travel time to key services (DfT) • Household car access (%) 	<ul style="list-style-type: none"> • DNAs due to lack of transport • Uptake of concessionary bus passes 	<ul style="list-style-type: none"> • Transport assistance (bus passes, referrals to ring & ride) 	<ul style="list-style-type: none"> • Ease of getting around the local area or travel to appointments
Where we Live	<ul style="list-style-type: none"> • Housing stability • Perceived neighbourhood safety • Local environment satisfaction 	<ul style="list-style-type: none"> • Respiratory illness related to housing or environment conditions • Hospital discharges impacted by living conditions 	<ul style="list-style-type: none"> • Home hazard assessments • Referrals for housing, repairs, aids and adaptations 	<ul style="list-style-type: none"> • Feeling safe and comfortable at home and happy with the people who come in to support you
Co-creation	<ul style="list-style-type: none"> • % feeling able to influence local decisions (LG Inform) • Citizen voice themes e.g. WAW2040 	<ul style="list-style-type: none"> • Co-production and co-design in neighbourhood health and care 	<ul style="list-style-type: none"> • Involvement in care planning, what matters to me? conversations 	<ul style="list-style-type: none"> • Choice and control in care plan • Feeling more independent or confident in managing your life
Education & Training	<ul style="list-style-type: none"> • Aspiration • Adult qualification levels 	<ul style="list-style-type: none"> • Workforce development and upskilling 	<ul style="list-style-type: none"> • Signposting to training and education opportunities 	<ul style="list-style-type: none"> • Knowledge and confidence to get involved with activities and services
Meaningful Connections	<ul style="list-style-type: none"> • Loneliness and isolation 	<ul style="list-style-type: none"> • Contacts with services due to loneliness or isolation 	<ul style="list-style-type: none"> • Engagement of family, friends, neighbours and carers to support needs and outcomes • Signposting to social activities 	<ul style="list-style-type: none"> • Reduced burden or stress on family and carers • Meaningful relationships with family, friends, neighbours, carers
Digital	<ul style="list-style-type: none"> • Digital poverty • Safe digital spaces 	<ul style="list-style-type: none"> • NHS App usage • Online consultations 	<ul style="list-style-type: none"> • Self referrals and self-help • Wellbeing directory of services • Electronic prescribing • Remote monitoring and Technology Enabled Care (TEC) 	<ul style="list-style-type: none"> • Confidence in using the internet or digital tools to get information or support

Feel Good Friday Clinic – North Locality

Location: Stan Ball Centre Duration: Oct-25 to Jan-26



Clinic Overview:

12 Clinics have taken place

43 attended

The average age of Attendees is **83 Years**

56% Female and **44%** Male



Key Outcomes:

- **49%** of people had a **Clinical Frailty Score (CFS)** of 5 or more
- **44%** of people had a **FRAX score** indicating high, very high or major risk
- **48%** of people have had **medications stopped**, **69%** have had **medication changes**
- **41%** of people had **Bone protection** initiated, or rheumatology referral made



Occupational Therapy (OT) identified **30%** of people who would benefit from a home hazard assessment or aids and adaptations.

4 Hospital admissions were avoided post clinic

4 calls made directly to **Care Navigation Centre (CNC)**

126 referrals to **37 services**

Social Prescribers supported & connected **33%** of people to services within the community



Feedback from Attendees:

“ **Most helpful day**, someone listened to me and cared for me, **All very good, GP very nice, OT helpful**, Pharmacist helpful, best support I have had.”

“ **Enjoyed attending**, made connections and exchanged my **telephone number**. ”

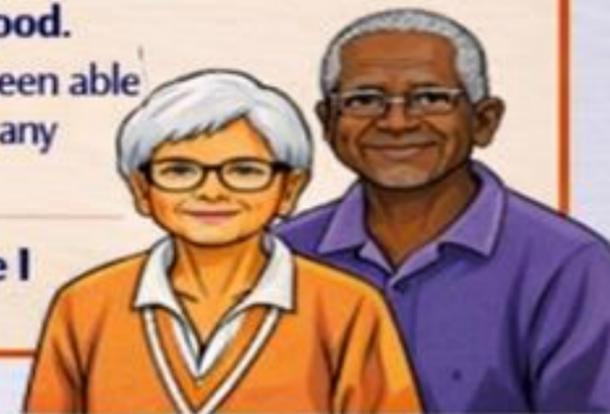
“ **Everyone has been simply fantastic** they explained everything to me, that I could understand and put so much help in for me.

“ It is a **wonderful service** and very good. ”

“ You’re doing a **fantastic job**, keep up the good work. ”

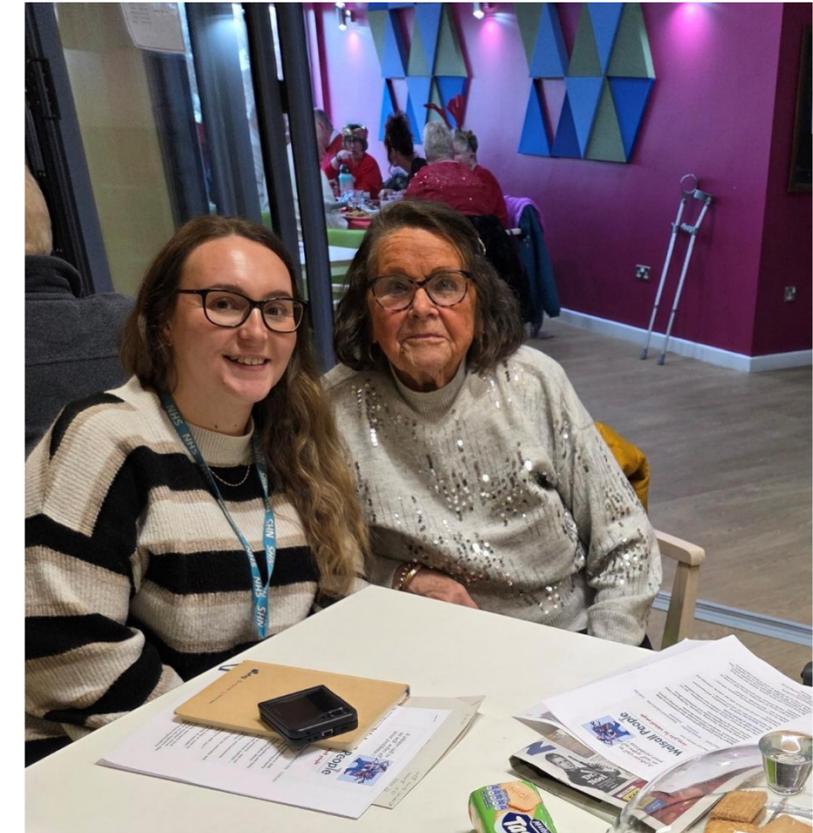
“ **Whole experience very good.** It is the first time we have been able to with anyone and explain any difficulties. ”

“ It was **brilliant** everyone I met was lovely. ”



Case Study: Margaret Edwards 86

- When Margaret was invited to attend the Feel Good Clinic, she felt unsure, saying she “didn’t know what to expect.” Having stopped driving, her opportunities to go out had become limited and life was beginning to feel like “looking at four walls.”
- During her visit, she spoke with Ellen, the social prescriber, about transport options. With this support, she contacted Ring & Ride, enabling her to attend the Stan Ball Centre more regularly. She also shared her excitement about an upcoming Christmas coach trip to Cornwall.
- That day, a Christmas party was taking place in the Bistro at the Centre. Although Margeret had arranged a taxi home, she asked if she could stay when she heard the singer performing. A staff nurse liaised with Centre staff so she could join the celebration.
- Margeret left feeling happy, included, and socially connected. She later told a friend about the clinic, who was also keen to attend. Her story highlights how listening, flexible support, and accessible activities can make a meaningful difference to wellbeing.
- Outcome: Margeret’s visit shows how social support and accessible activities can reduce isolation. Attending the clinic and Centre activities helped her reconnect socially and move beyond feeling like she was “looking at four walls,” highlighting the value of flexible support and transport in improving wellbeing.



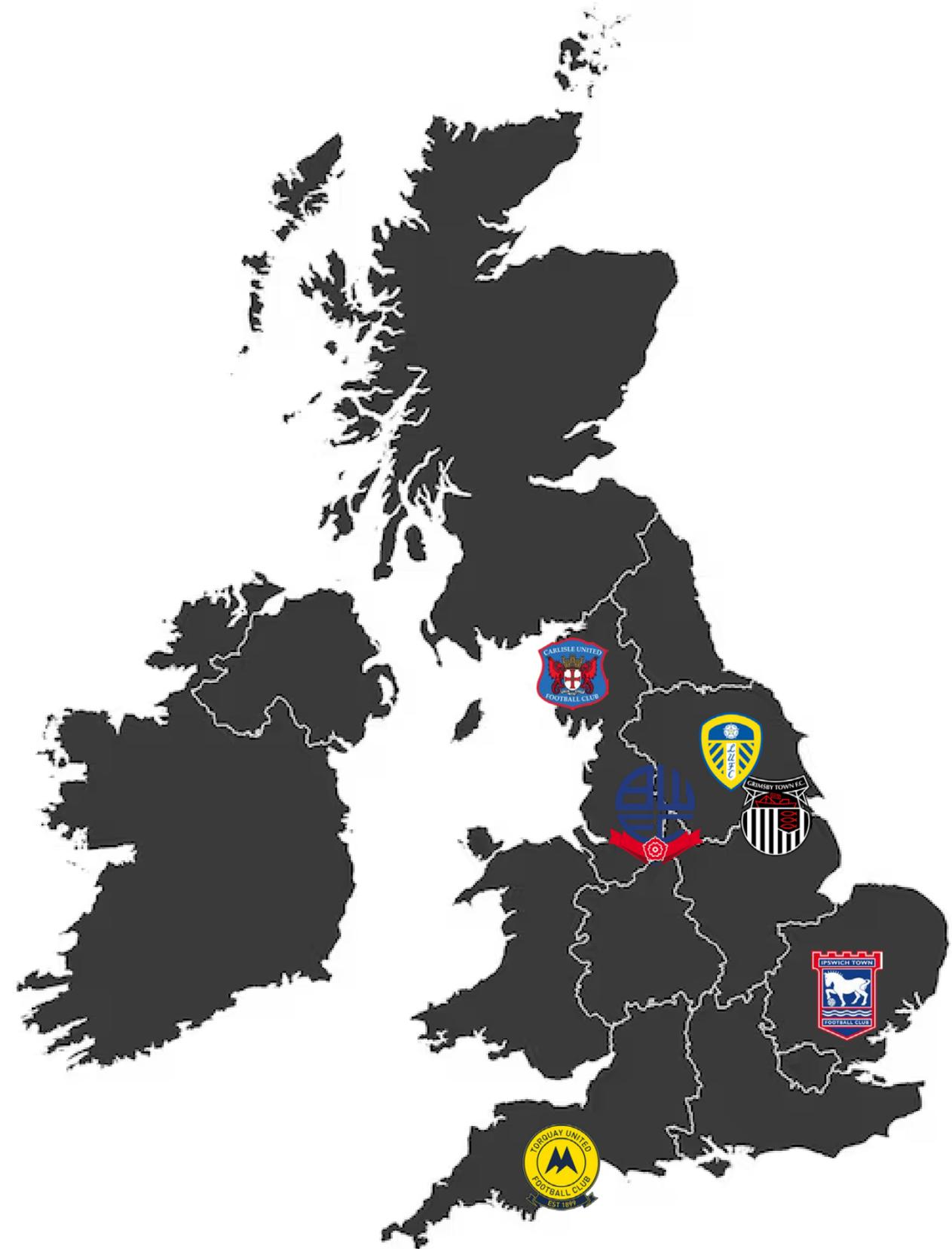
NEIGHBOURHOOD HEALTH HUBS

Using the power of the badge to tackle
place-based health inequalities



THE VISION...

Partnering with professional football teams to deliver a network of Neighbourhood Health Hubs. Transforming access to holistic, preventative health care in underserved communities across the UK.



NEIGHBOURHOOD HEALTH HUBS

1. Combine access to health care alongside access to sport, community & education - all in one setting.
2. Strategically located on Council owned sites.
3. Delivered in partnership with the local professional football team.
4. Operated by the club foundation.



CLUB / FOUNDATION FACILITIES



The Nest (Norwich)



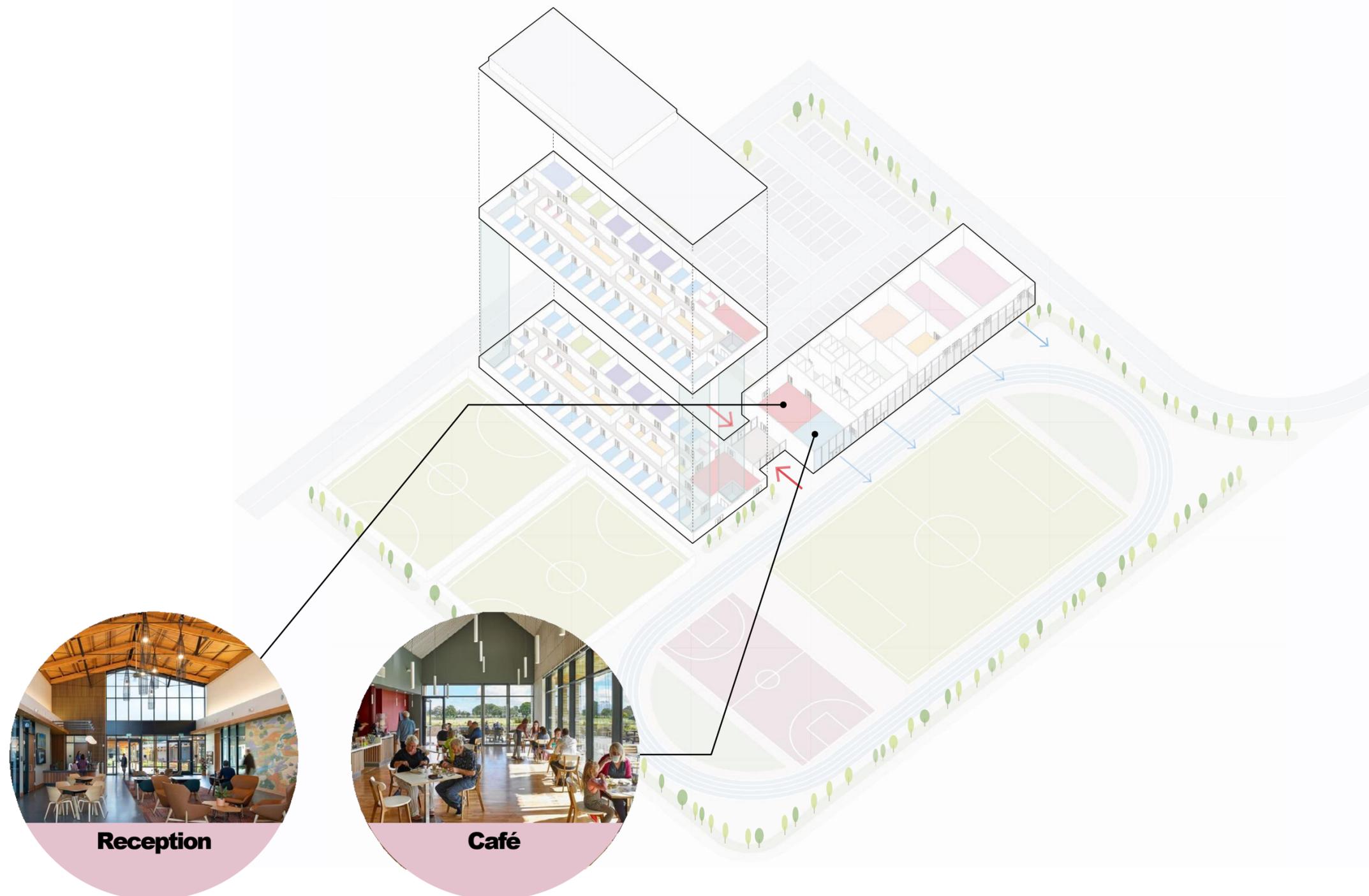
**Foulston Park
(Plymouth Argyle)**



**Stanley Sports Hub
(Accrington Stanley)**

NEIGHBOURHOOD HEALTH HUBS:

Community space

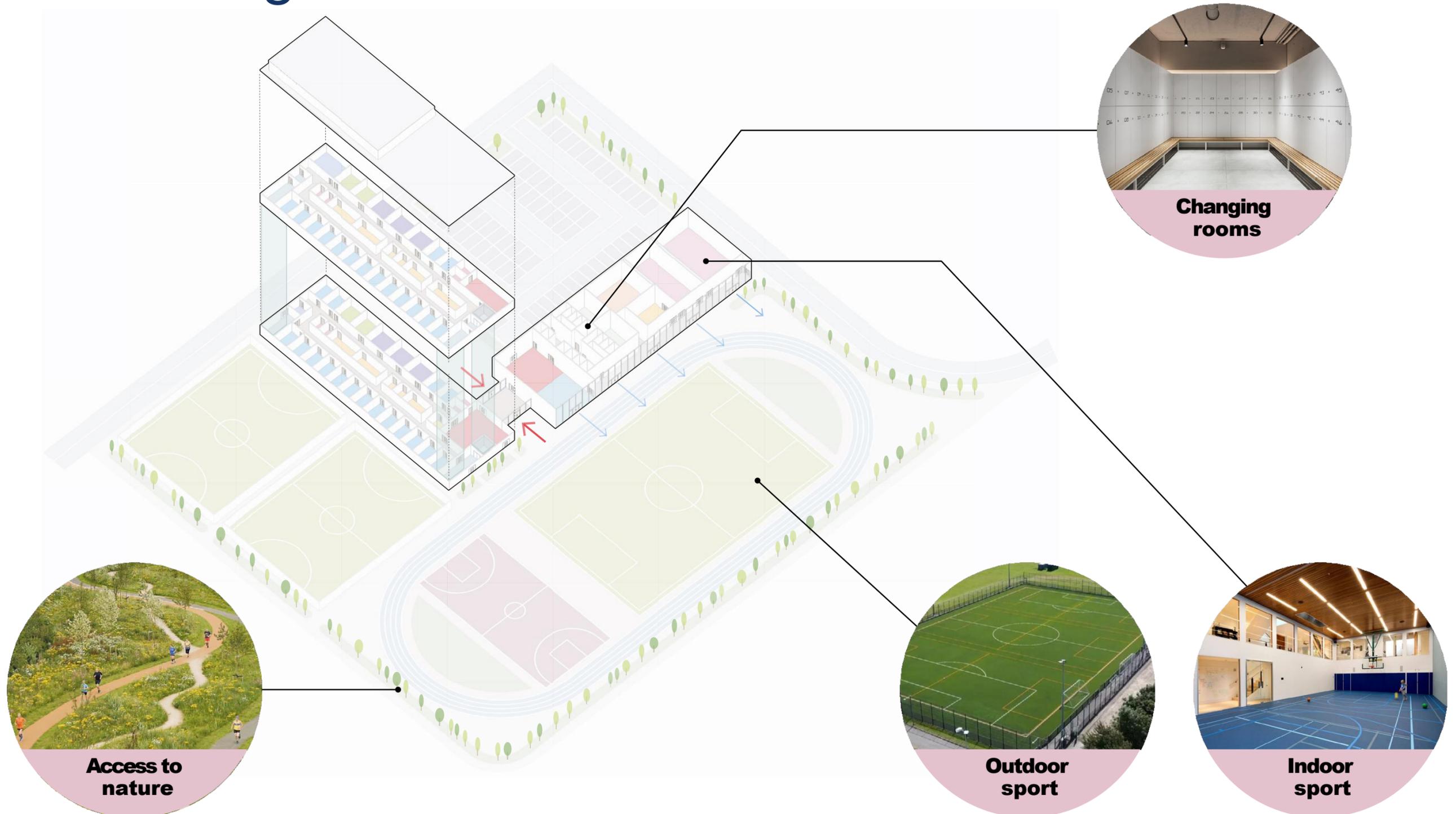


Reception

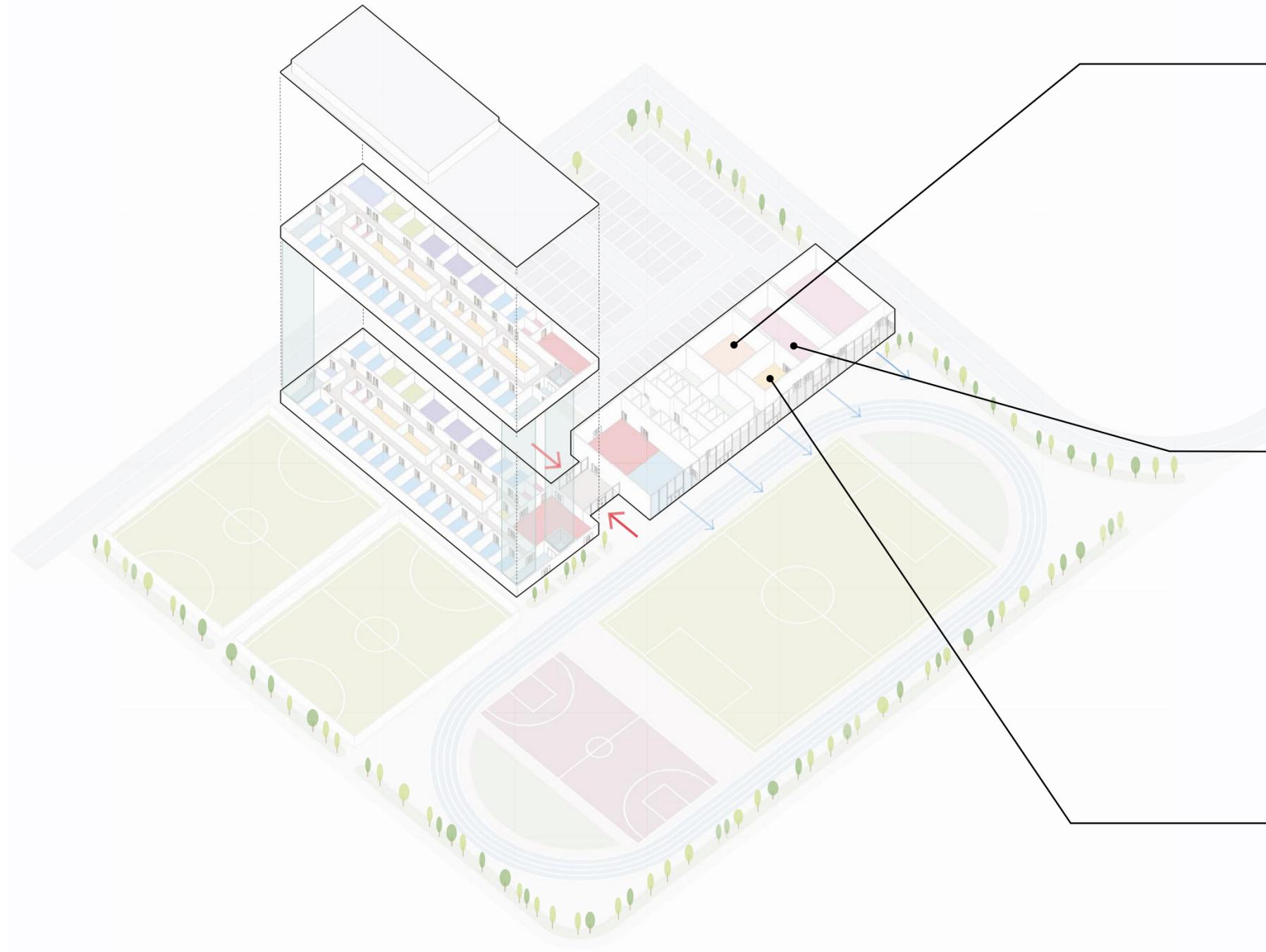
Café

NEIGHBOURHOOD HEALTH HUBS:

Sports & wellbeing facilities

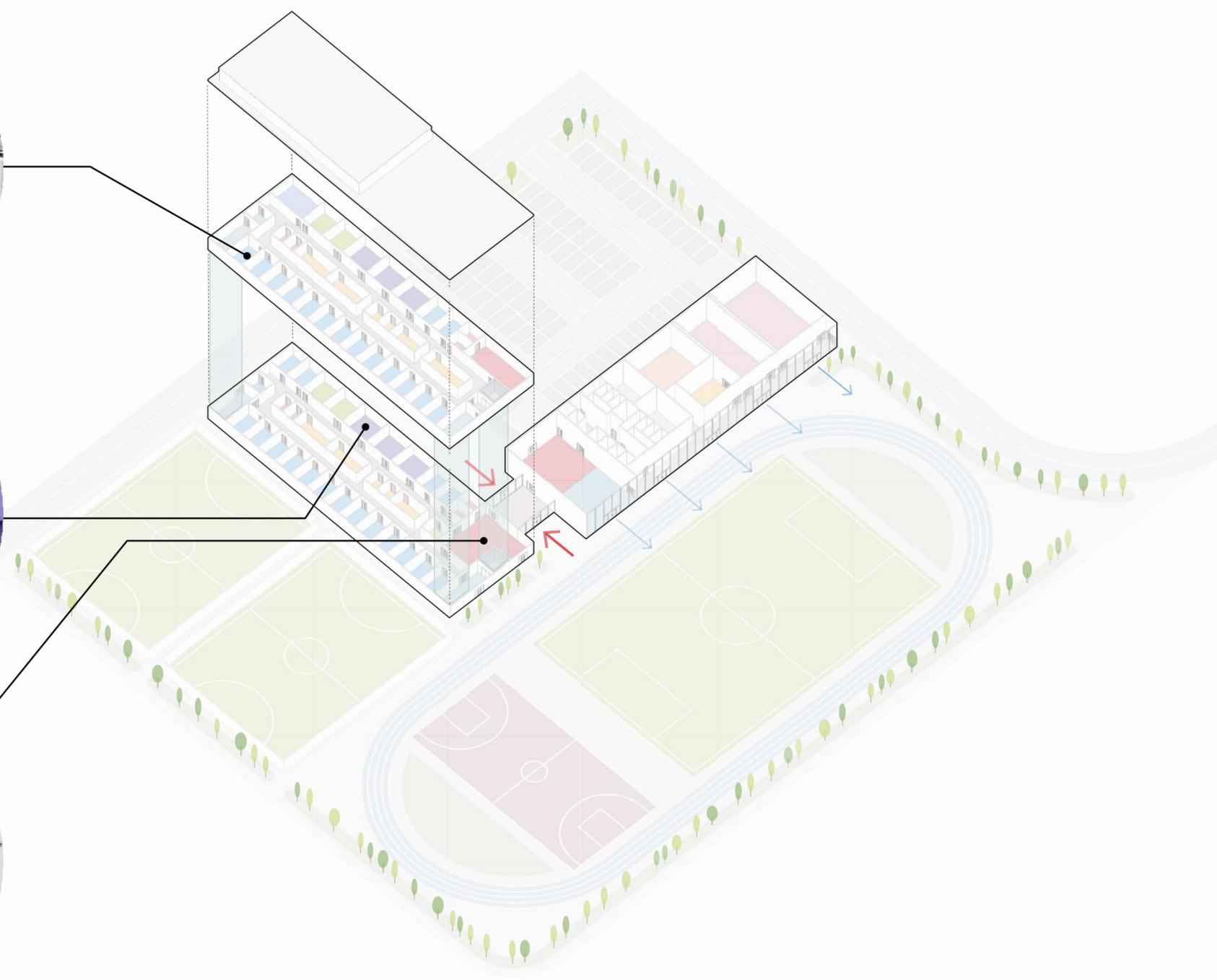


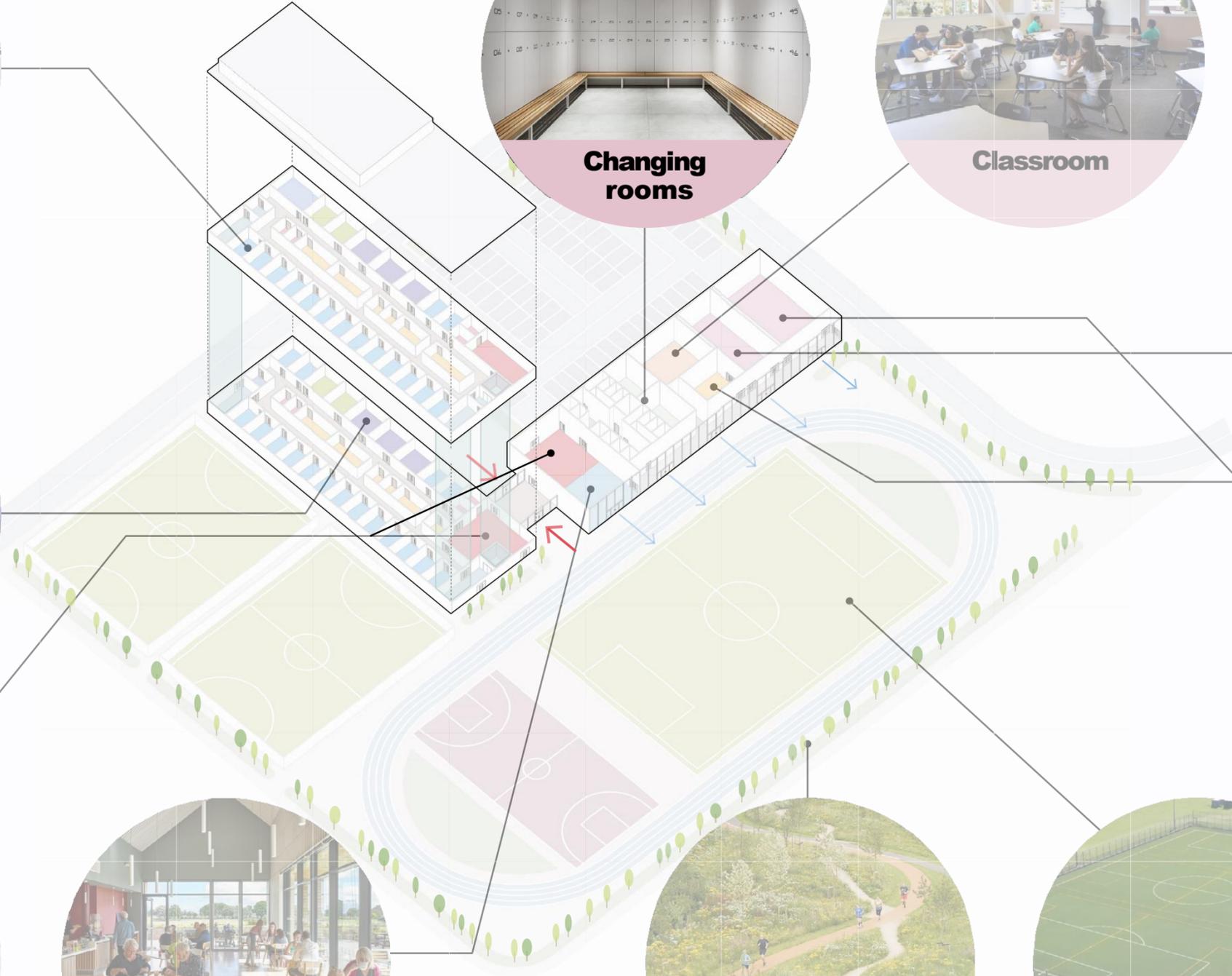
NEIGHBOURHOOD HEALTH HUBS: Educational & Programmable space



NEIGHBOURHOOD HEALTH HUBS:

Neighbourhood Health Centre





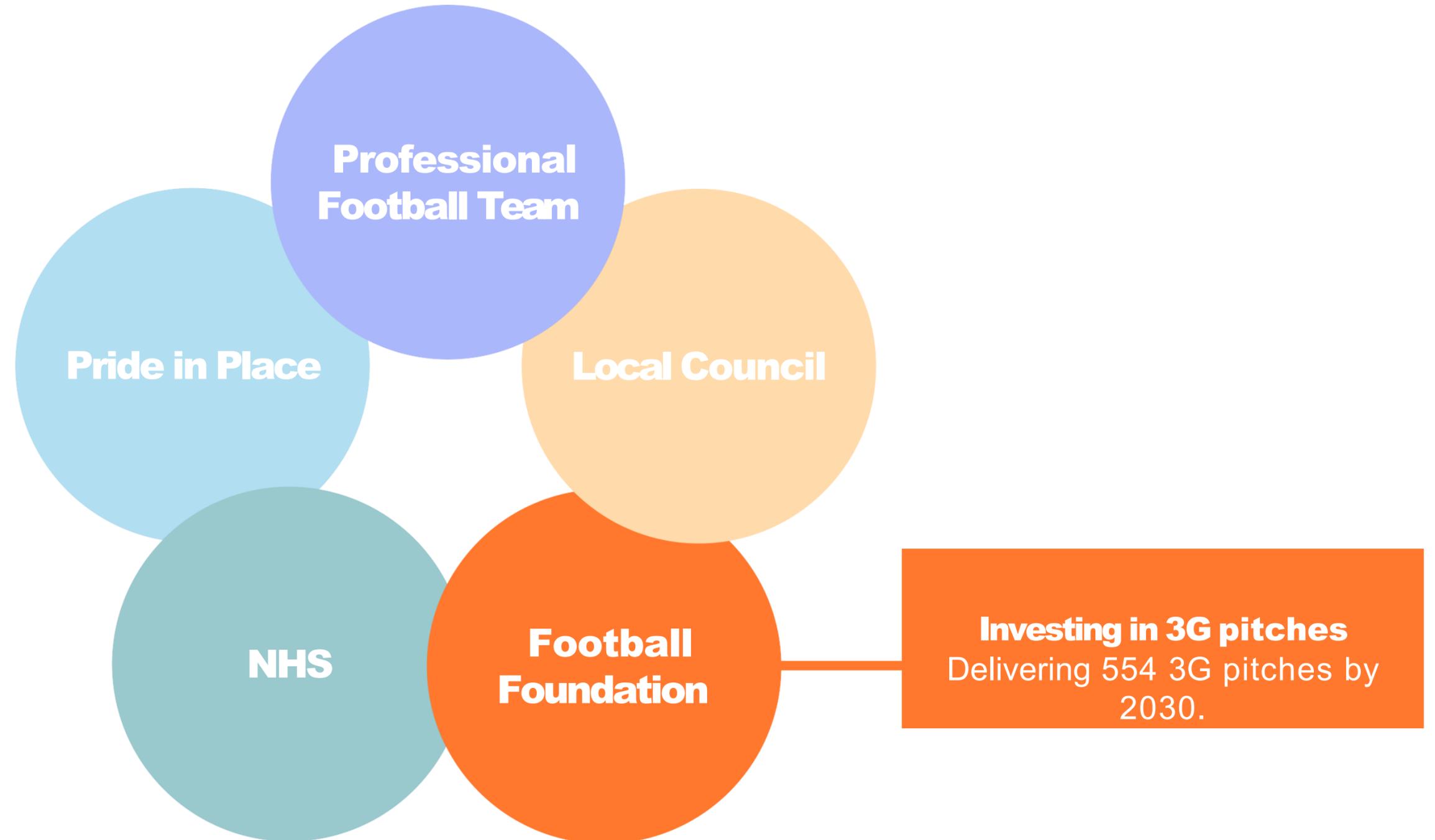
WHY NOW IS THE MOMENT FOR NEIGHBOURHOOD HEALTH HUBS



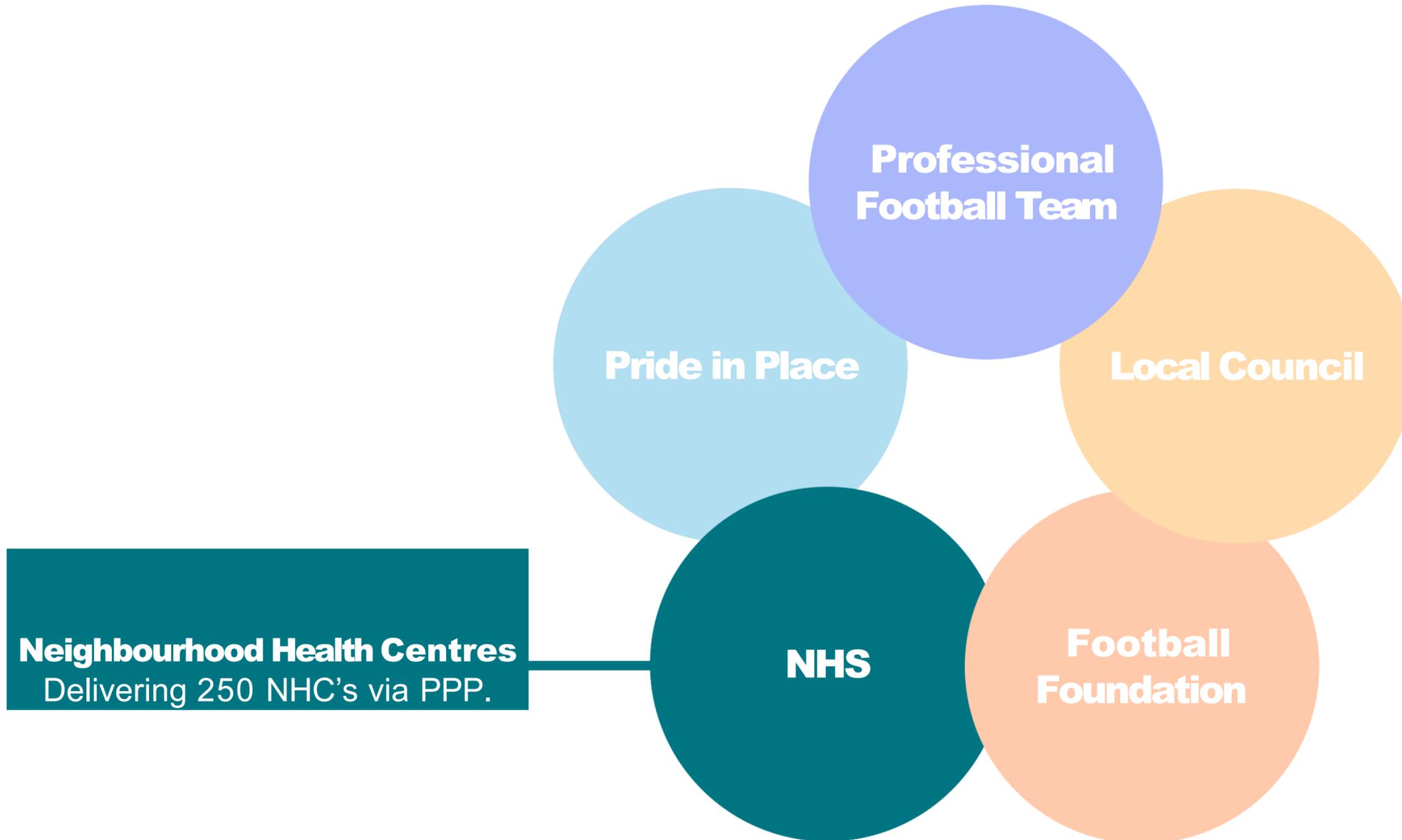
WHY NOW IS THE MOMENT FOR NEIGHBOURHOOD HEALTH HUBS



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WHY NOW IS THE MOMENT FOR NEIGHBOURHOOD HEALTH HUBS

£5bn investment 339 communities
Government programme investing up to £20m into most deprived communities across the UK.

Pride in Place

Professional Football Team

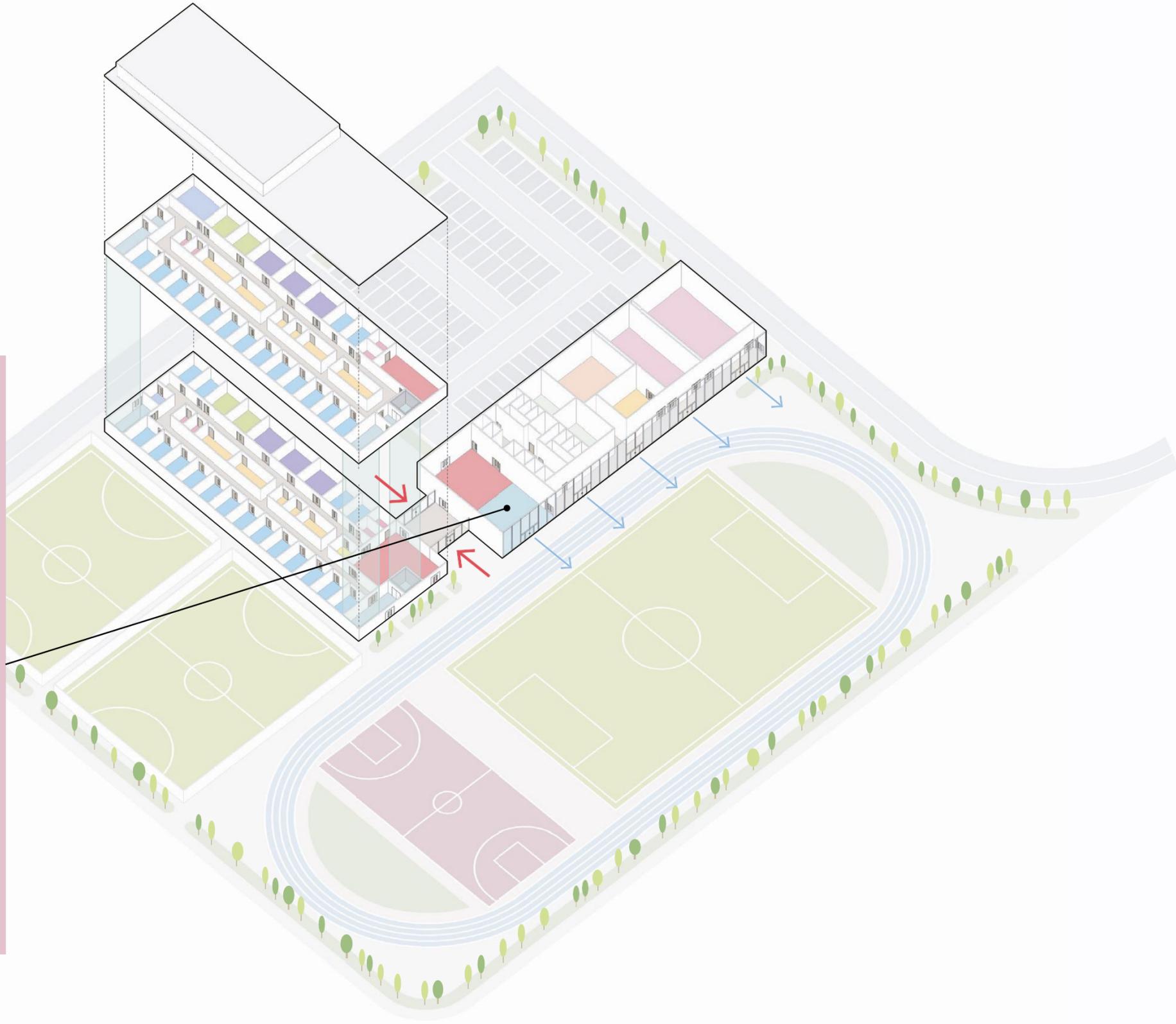
Local Council

NHS

Football Foundation



CASE STUDY: CARLISE UNITED FC



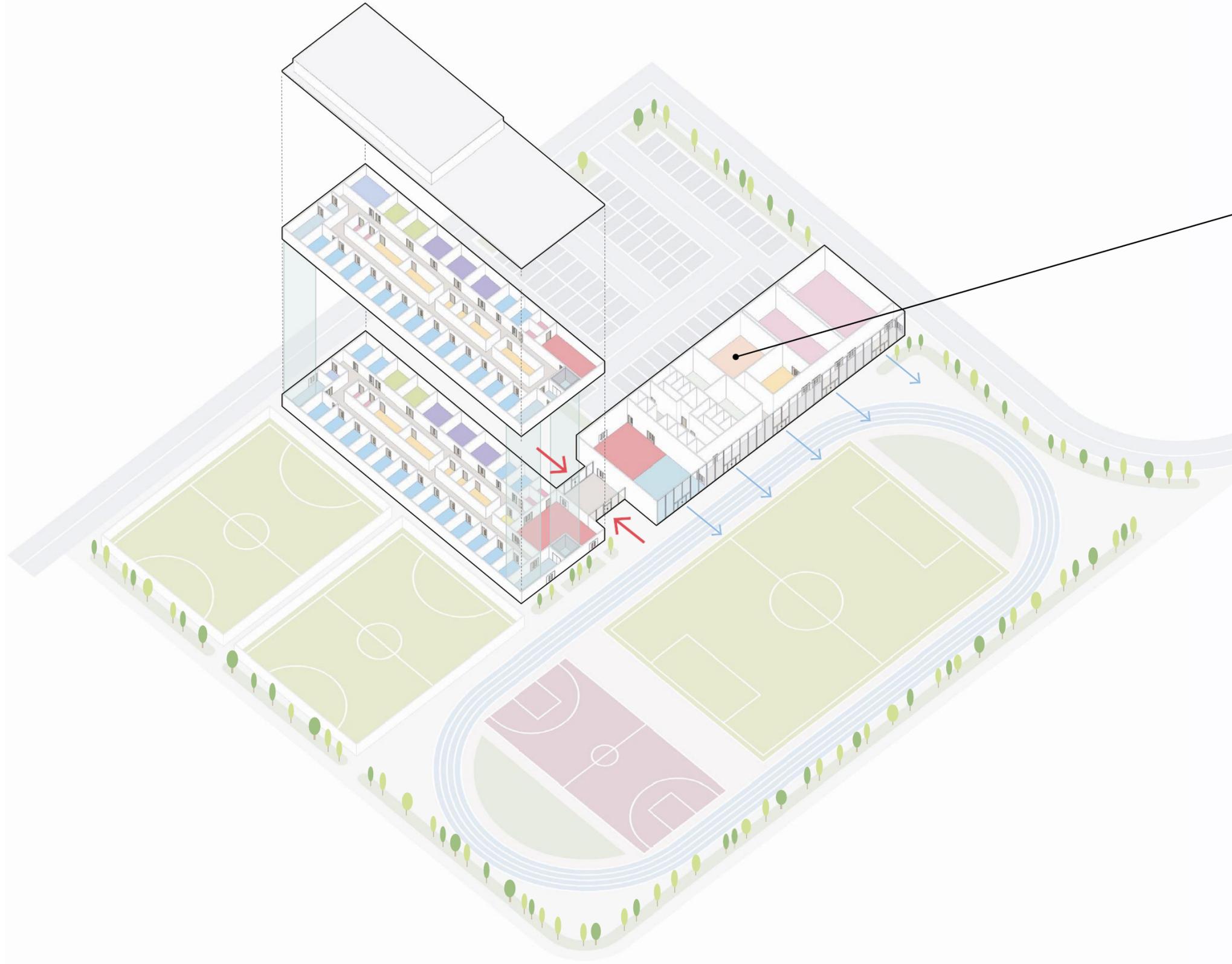
- Dementia Cafe
- Veterans Breakfast
- Community coffee morning



Café



CASE STUDY: CARLISE UNITED FC



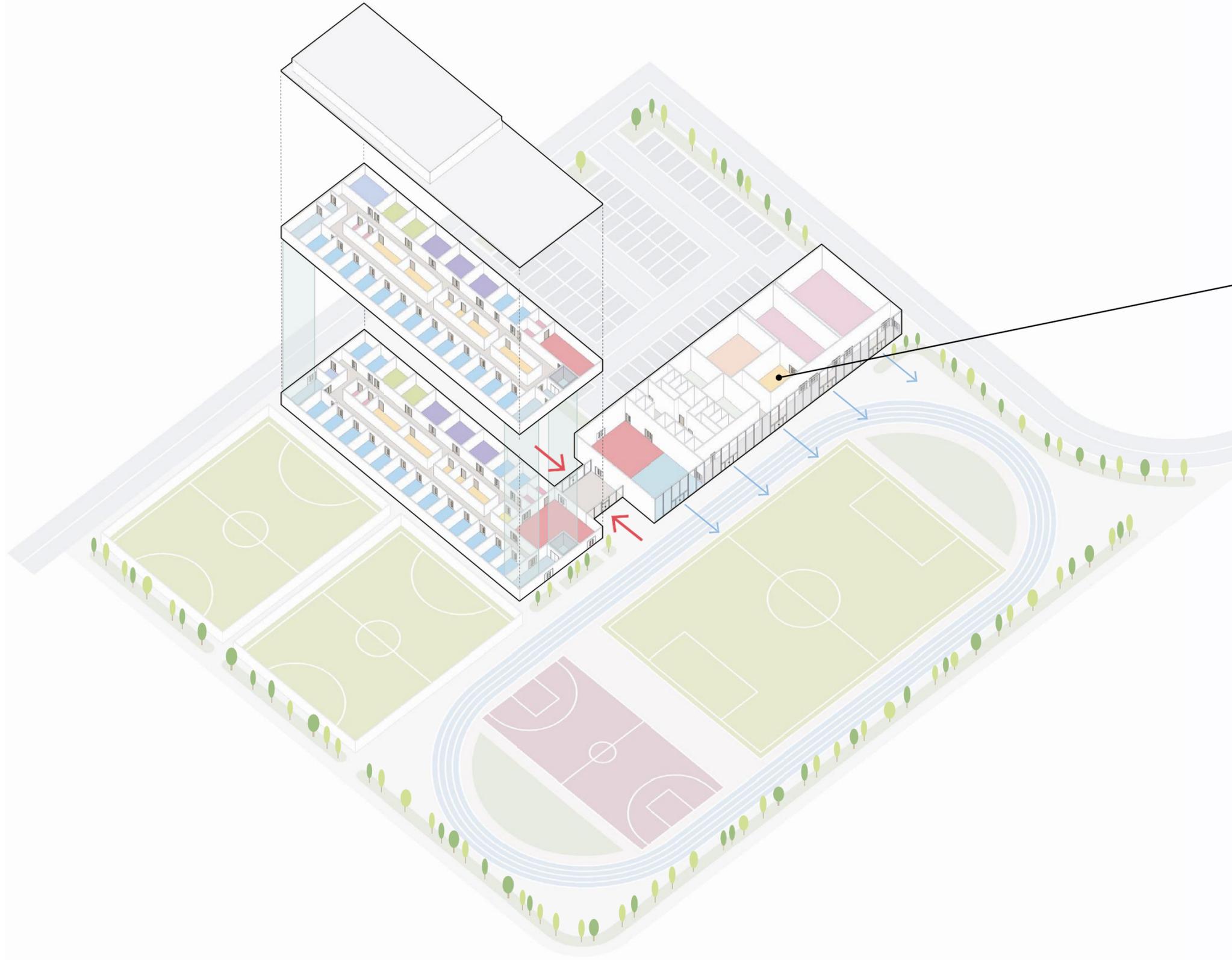
- GCSE Maths & English
- Premier League Kicks
- Collapsed curriculum days
- Football Development Scholarship
- BSC Honours Degree in Sports Coaching
- Climate Heroes



Classroom



CASE STUDY: CARLISE UNITED FC



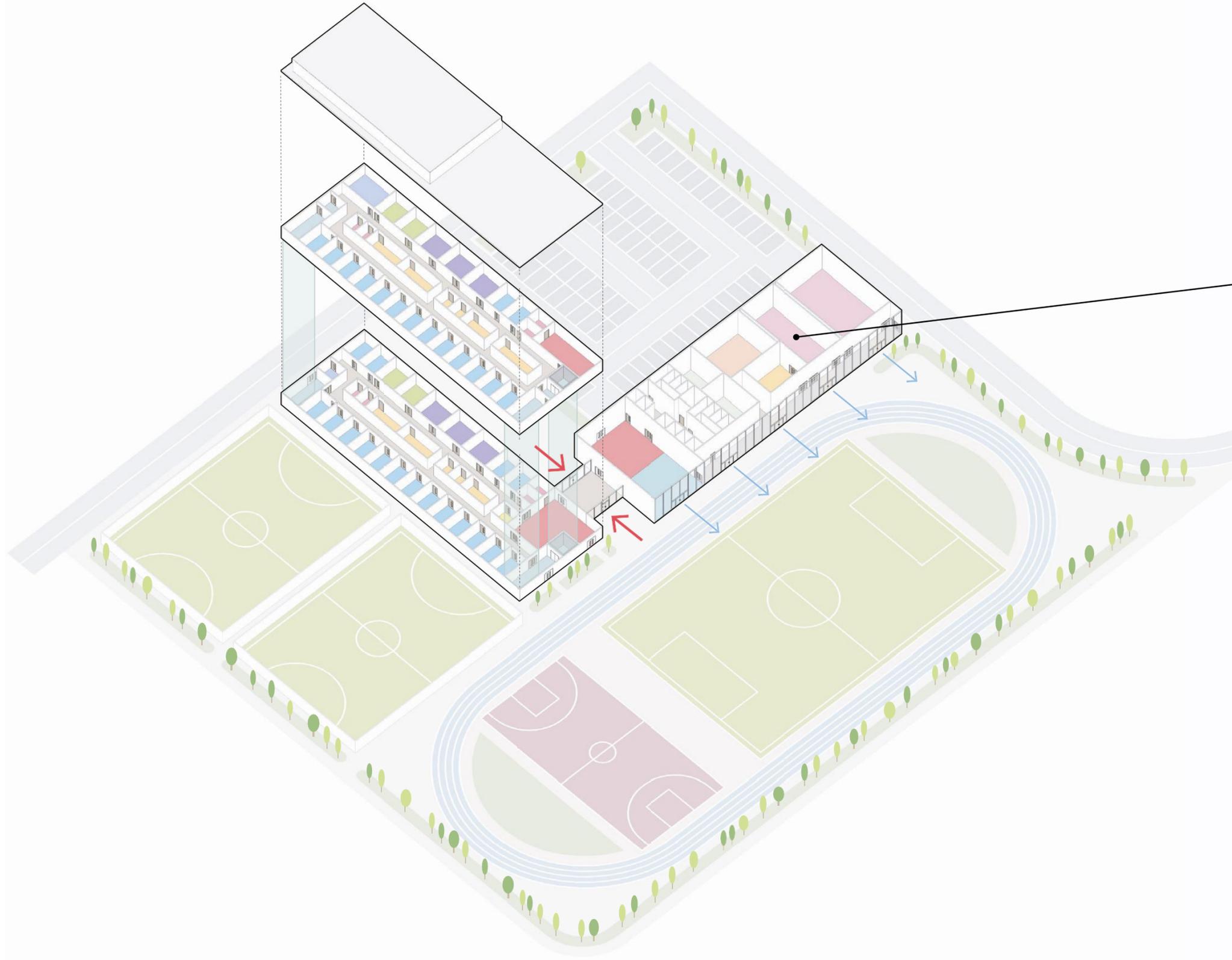
- Mental Health Services
- Sexual Health Clinic
- Community Midwife Clinics
- Start for Life
- Maternal Wellbeing Clinics



**Counselling /
Family Hub**



CASE STUDY: CARLISE UNITED FC



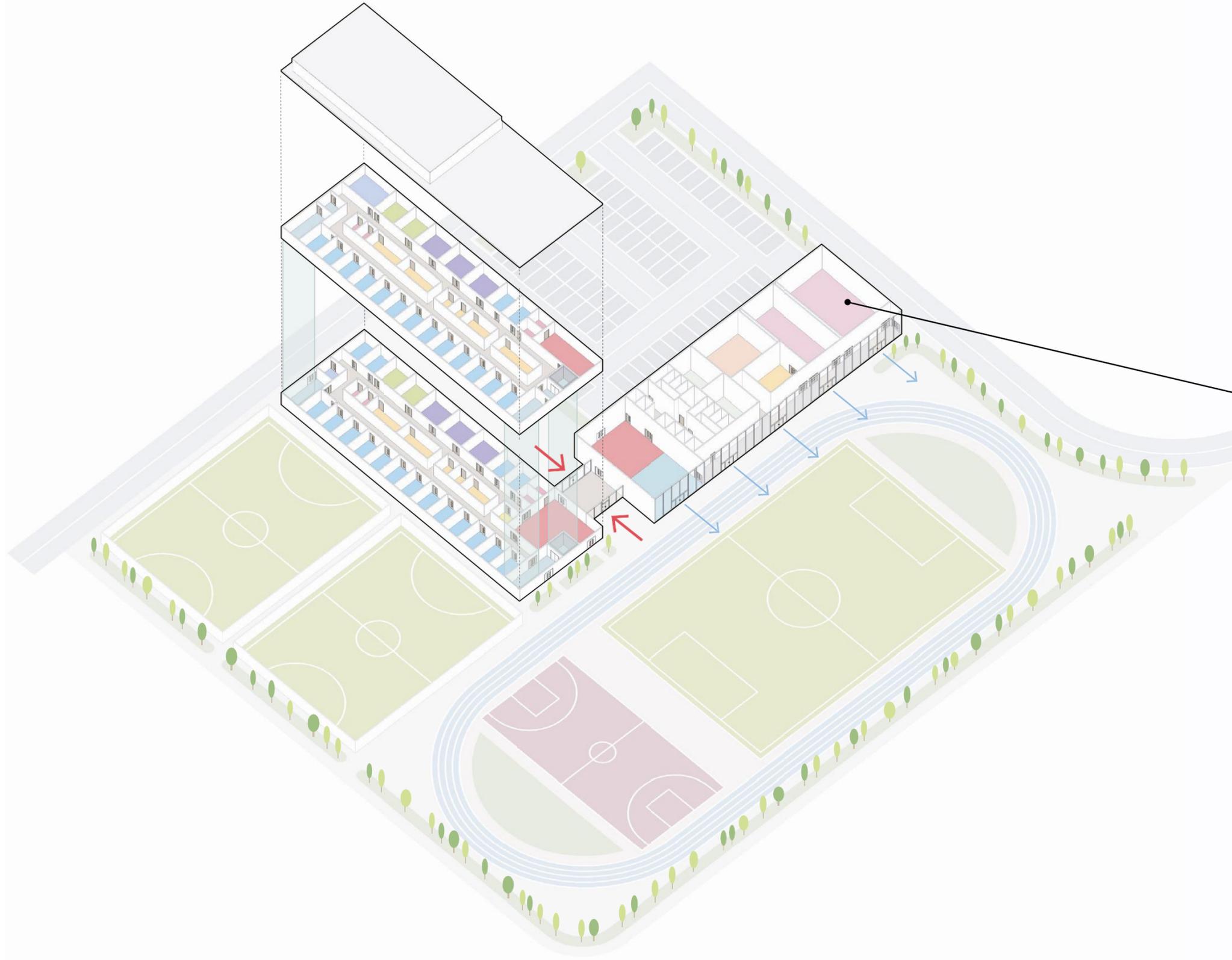
- Community events
- Birthday parties
- After School club
- Andy's Man Club
- Every Life Matters



**Events space /
Flexi space**



CASE STUDY: CARLISE UNITED FC



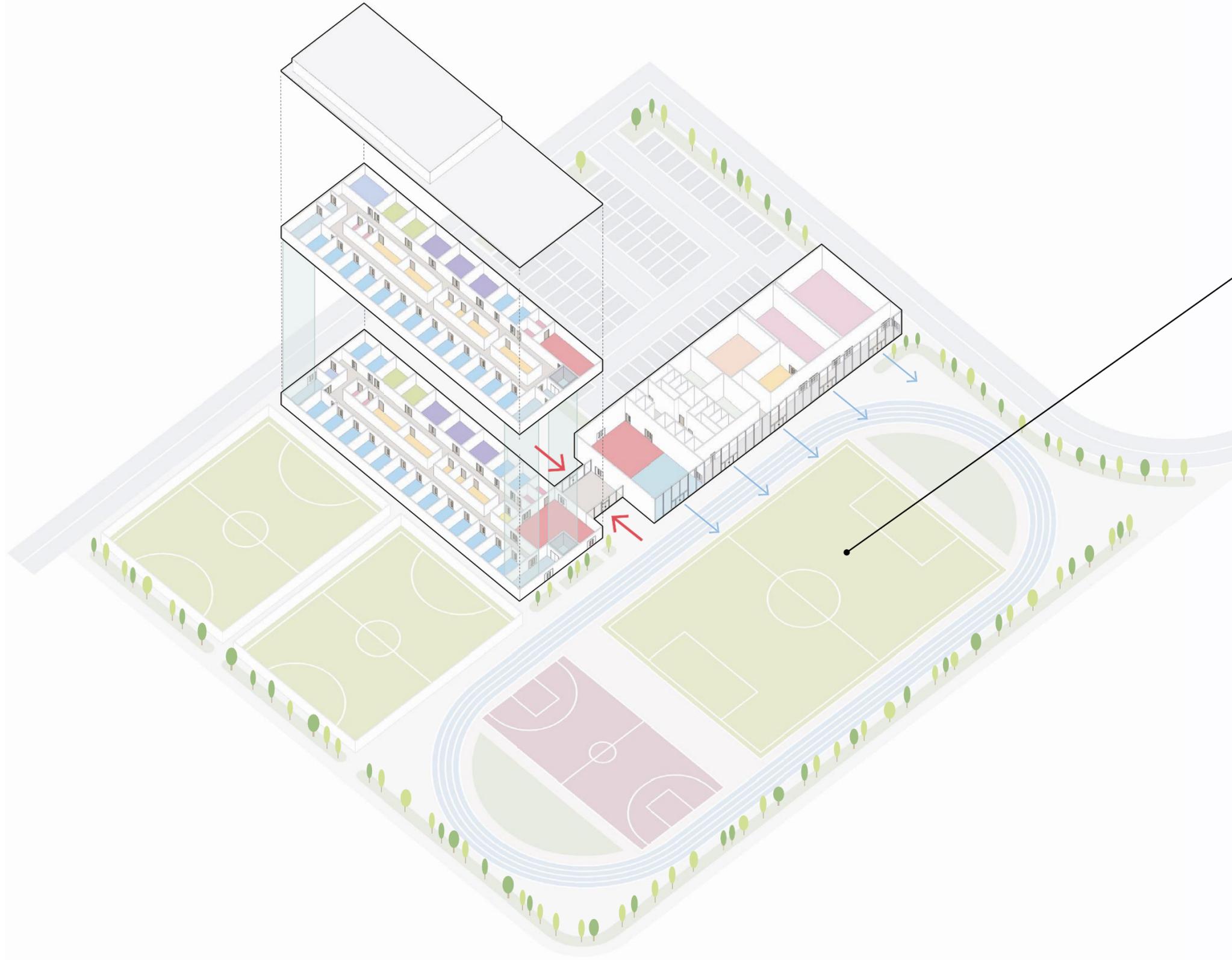
- Fit Fans
- Silver Foxes
- Walking Netball
- Gymnastics & Dance Class
- Little Foxes



Indoor sport



CASE STUDY: CARLISE UNITED FC



- Girls Emerging Talent Centres
- Walking Football
- Junior Foxes
- Football Festivals
- EFL Kids Cups
- Soccer Schools
- Mental Health Football

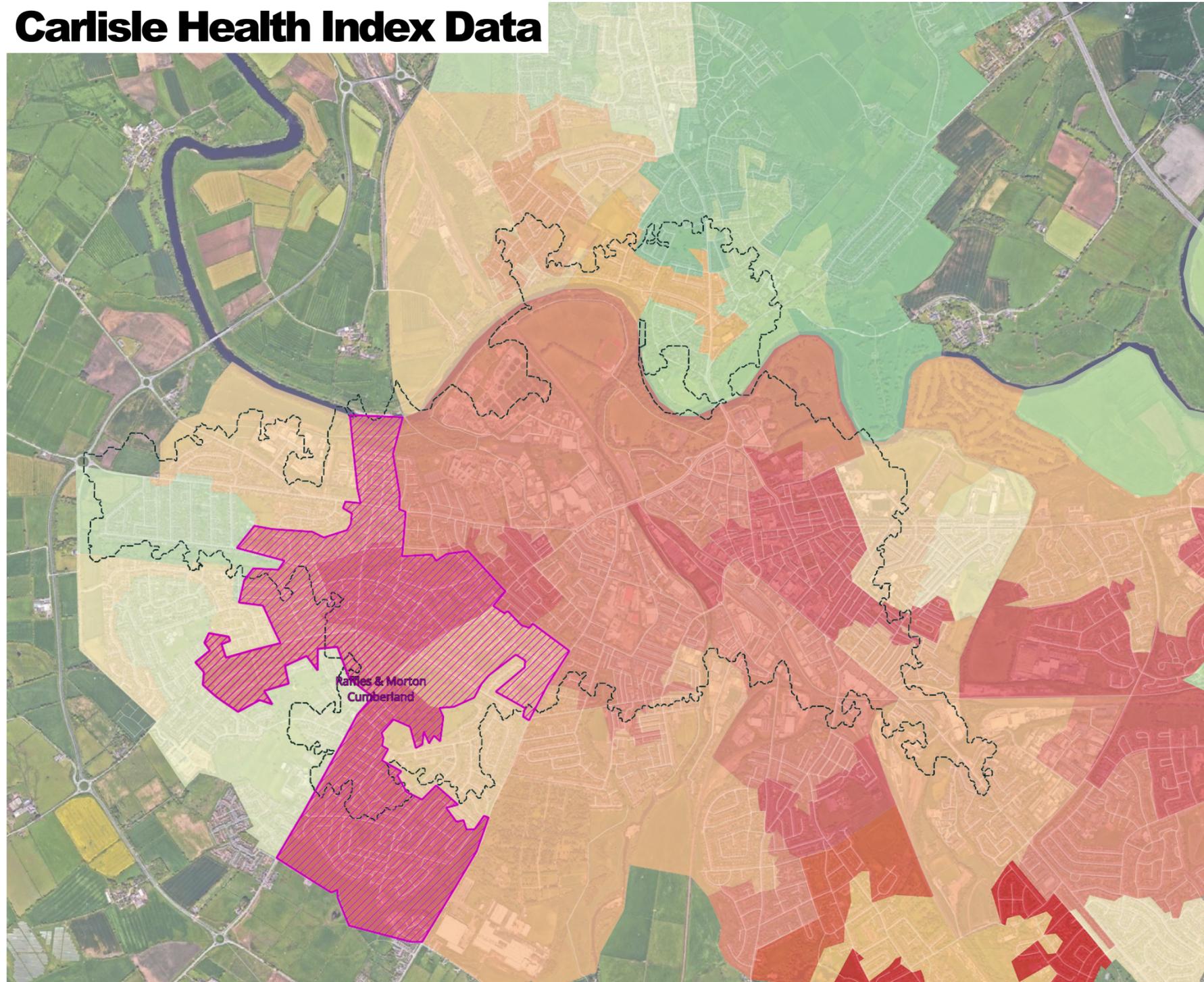


Outdoor sport



CARLISLE SNAPSHOT

Carlisle Health Index Data

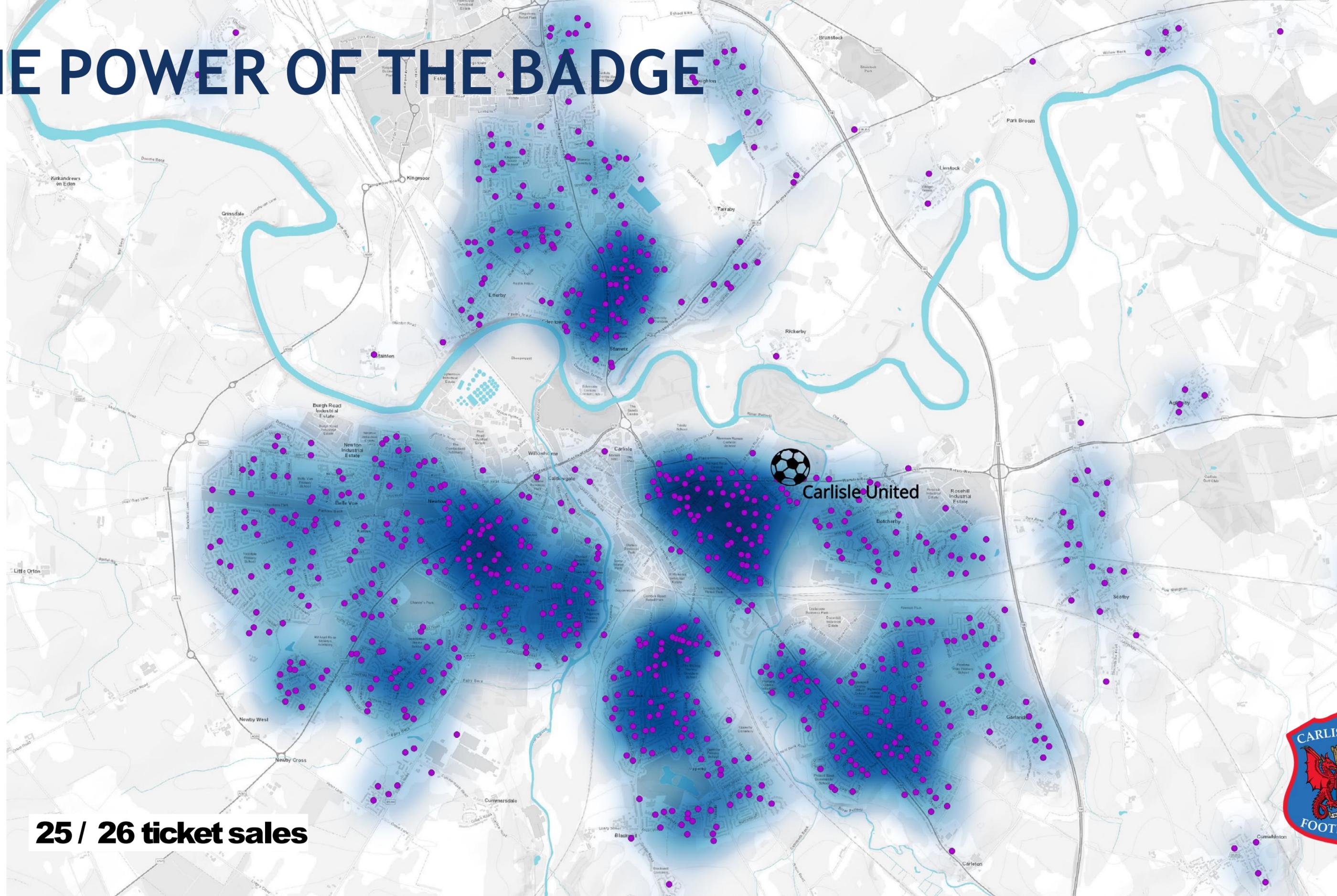


- Ageing population with over 65's accounting for ~22% of residents.
- ~48% of people in low socio-economic groups are inactive.
- Male life expectancy is significantly lower than the national average.
- ~70% of the population is overweight or obese.
- 4th highest rate of suicides in the England.
- ~18% of the adult population have depression.



THE POWER OF THE BADGE

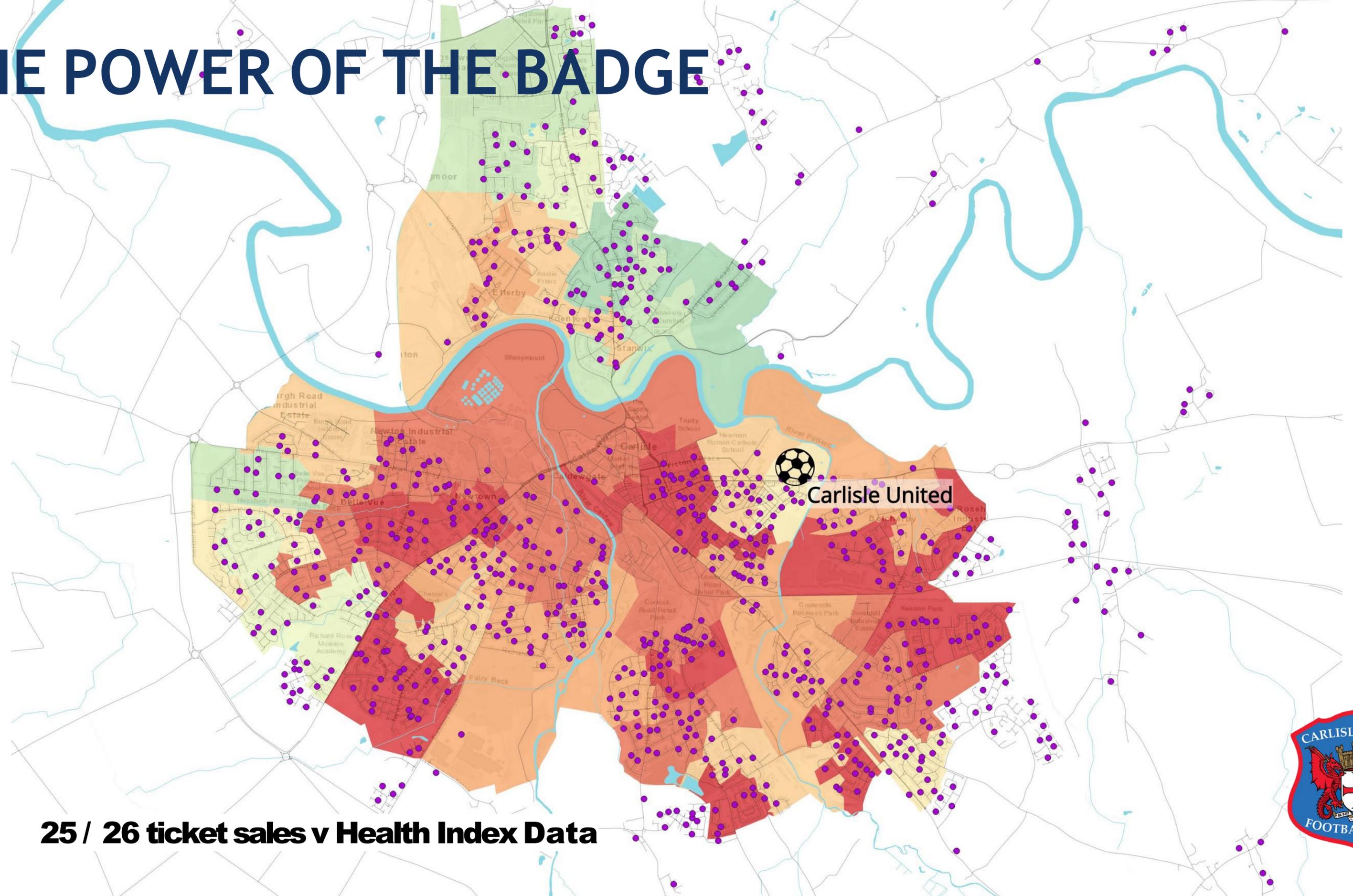
Future Places Studio



25 / 26 ticket sales



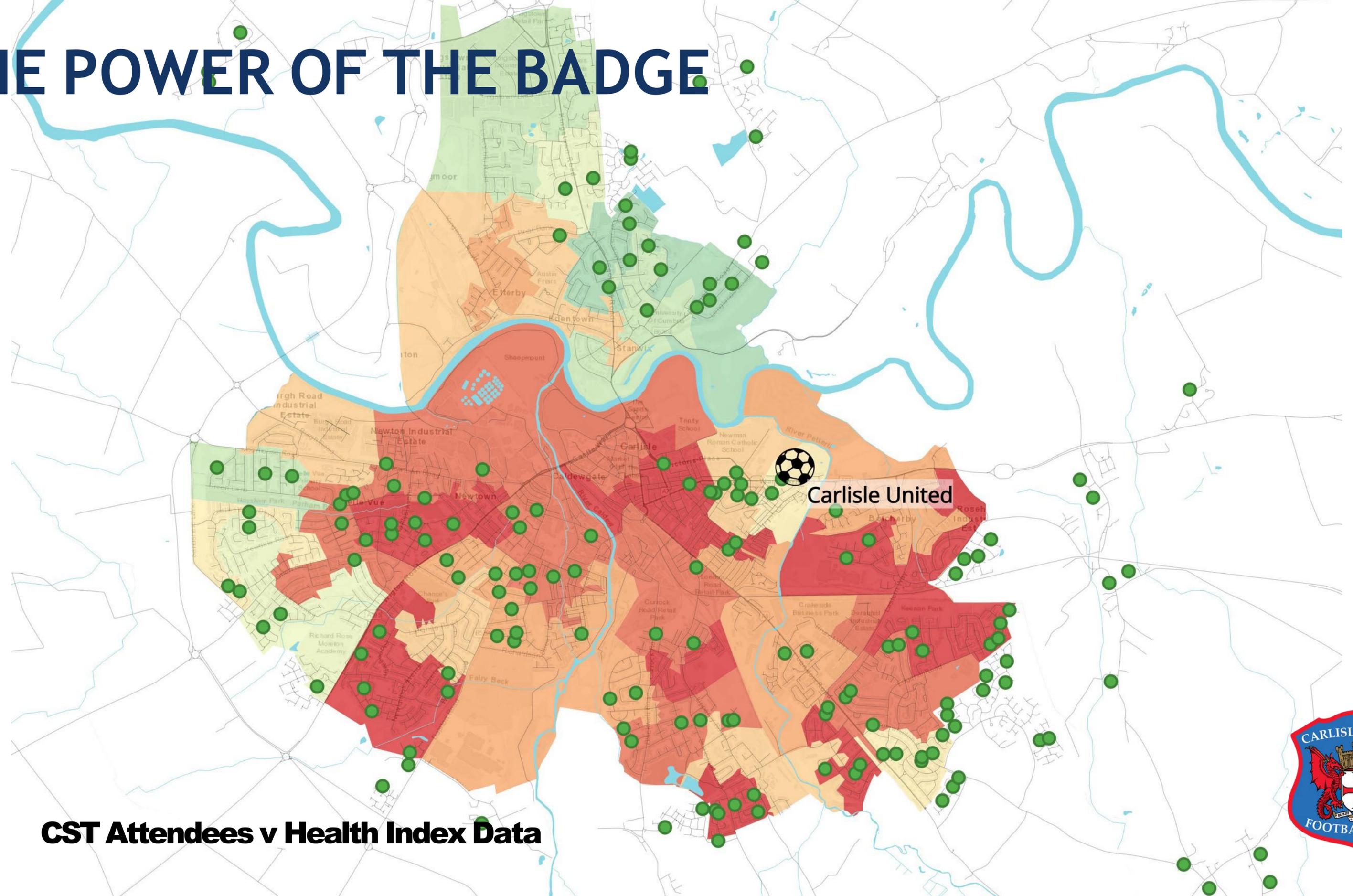
THE POWER OF THE BADGE



25 / 26 ticket sales v Health Index Data



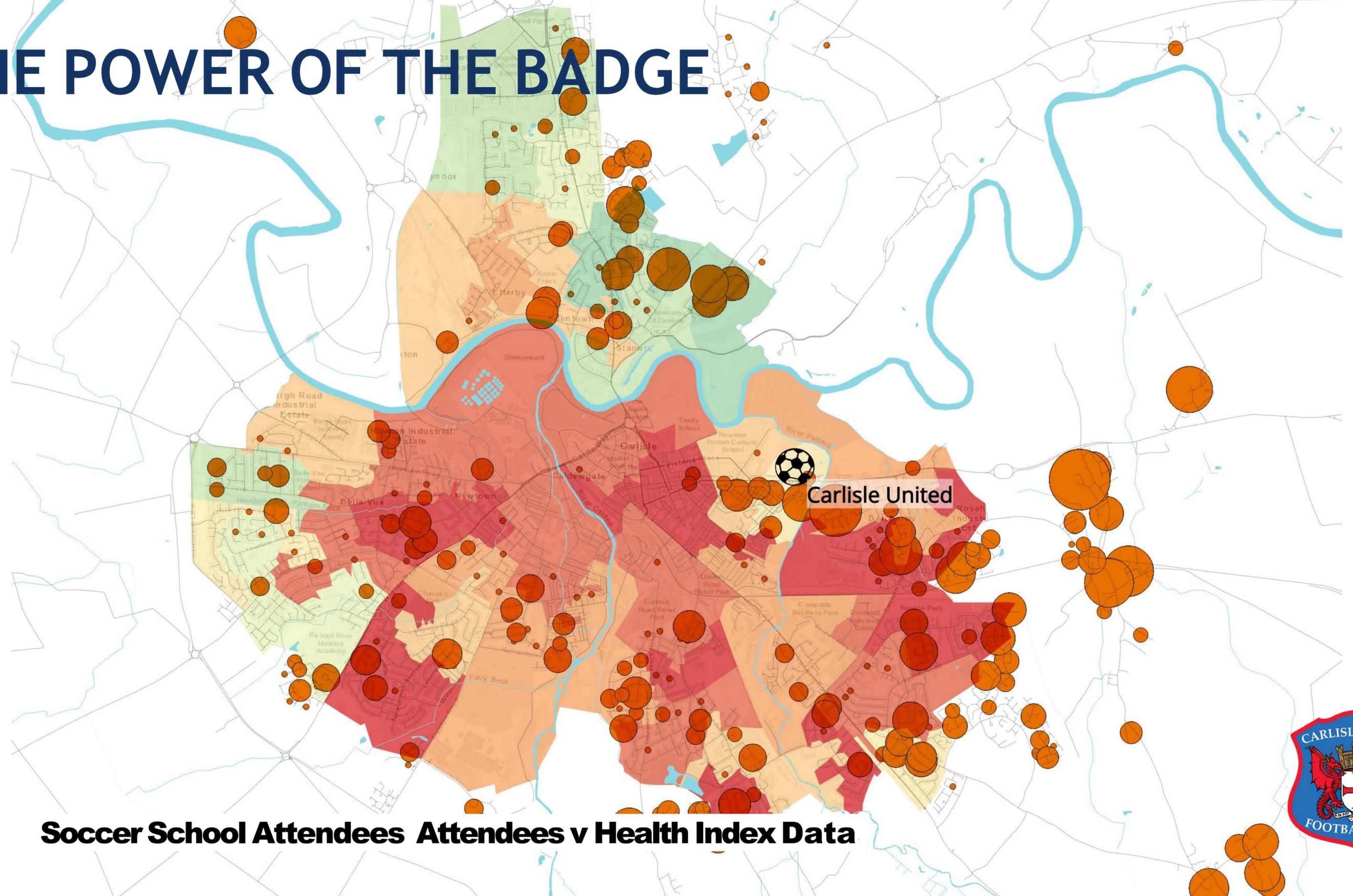
THE POWER OF THE BADGE



CST Attendees v Health Index Data



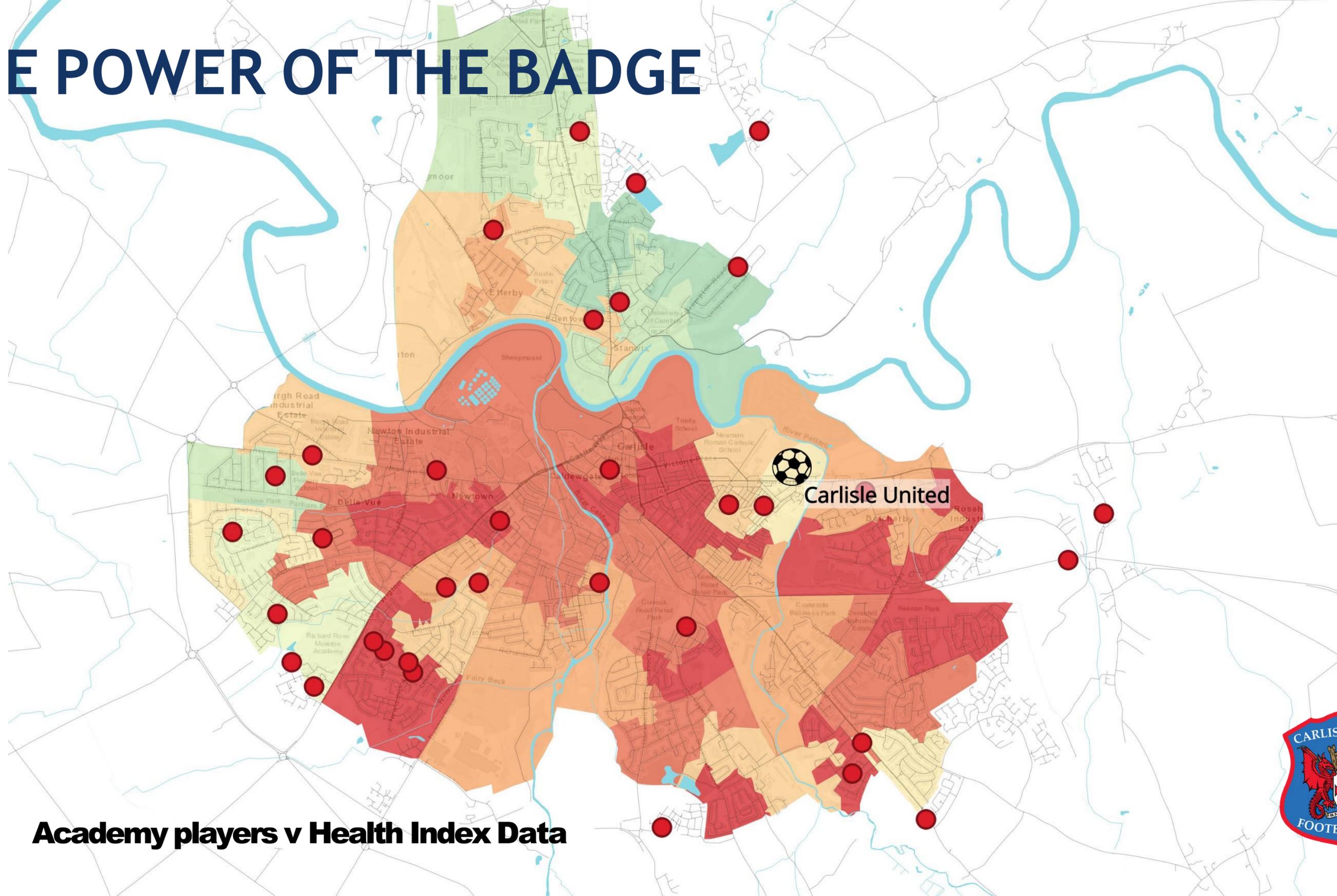
THE POWER OF THE BADGE



Soccer School Attendees Attendees v Health Index Data



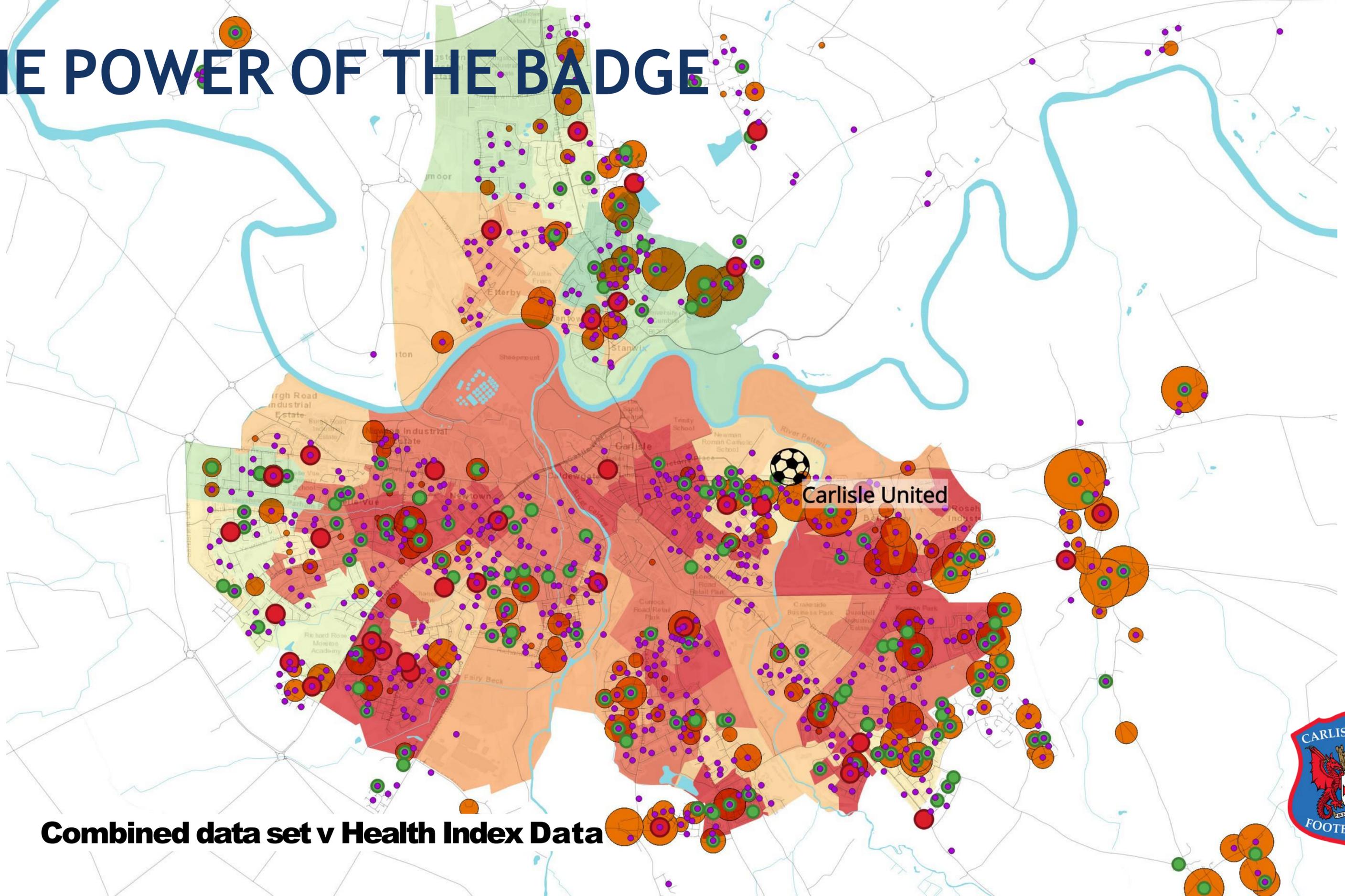
THE POWER OF THE BADGE



Academy players v Health Index Data



THE POWER OF THE BADGE



Combined data set v Health Index Data



HOW CAN WE MAKE THESE PROJECTS HAPPEN AT SCALE?

-
- 1** Does the model make sense? What are we missing?

 - 2** From the outside, making projects happen in partnership with or for the benefit of the NHS / DHSC seems complicated. How do we best navigate that complexity?

 - 3** Some of these projects are 'oven ready'. How do we move them forward at pace?

Can the NHS employ 'meanwhile use' to connect with local communities and deliver neighbourhood health services?

Harry Owen-Jones

Co-founder, 3Space and the Public Trust

3space.org

thepublictrust.org.uk



**Public
Trust**

International House

A neighbourhood health meanwhile use

2018: Lambeth Council launched a meanwhile use at International House prior to redevelopment. 3Space were appointed.

Aims:

- Support inclusive economic growth in Brixton
- Protect social and cultural infrastructure

Uses:

- Creative startups, charities, youth and circular economy organisations

Impact:

- As well as jobs and new businesses, it created non-clinical neighbourhood health spaces.
- Enabled mental health, food poverty and preventative health initiatives



International House as a worked example of integrating health, social care and the voluntary sector

- Since 2018, International House tenants have delivered significant public health benefits in Brixton
- Outcomes achieved in a non-traditional, non-clinical setting
- Demonstrates how meanwhile use can advance neighbourhood health priorities
- Shows the value of co-locating diverse community and health-focused organisations

Mental health

SEL Mind
HelloSelf
Black Thrive
Kelly's Cause
RoadPeace

Homelessness support

Centrepoint
Compliments of the House

Youth support

Juvenis
Step Now
Business Launchpad
We Rise
Milk Honey Bees
Hey Sis
Bridge the Gap

Addiction and Sexual Health Services

Turning Point
Action Plus Foundation

Care Workers Support

Carers Common Room

Active travel and lifestyle

Sustrans London HQ
3Space running club
The Bike Project
Mens Walk and Talk
Level Out

Physio

Ascenti

Sauna

Rooftop Saunas

Elderly Support

Age UK Lambeth
South London Cares
InCommon

Ex-Offenders Support

AVID Detention
Bounceback
Onwards and Upwards
Why Me?

Sport

St Matthews Project
Girls United

Food and fuel poverty

Food Foundation
Chefs in schools
National Energy Action
Be Enriched
Brixton People's Kitchen
GMA's Community Kitchen
Lambeth Larder
Incredible Edible Lambeth

Refugee Support

Refuaid
Breadwinners
Refugees at Home
Hope for the Young
Compass Collective
Our Second Home
Babylon Project
Migrateful

Accessibility Support

The Welcome Spot BSL workshops
Dialogue Hub
ADHD and Related Conditions (ARCS)
Gooveschool

NHS tenant using a meanwhile use building

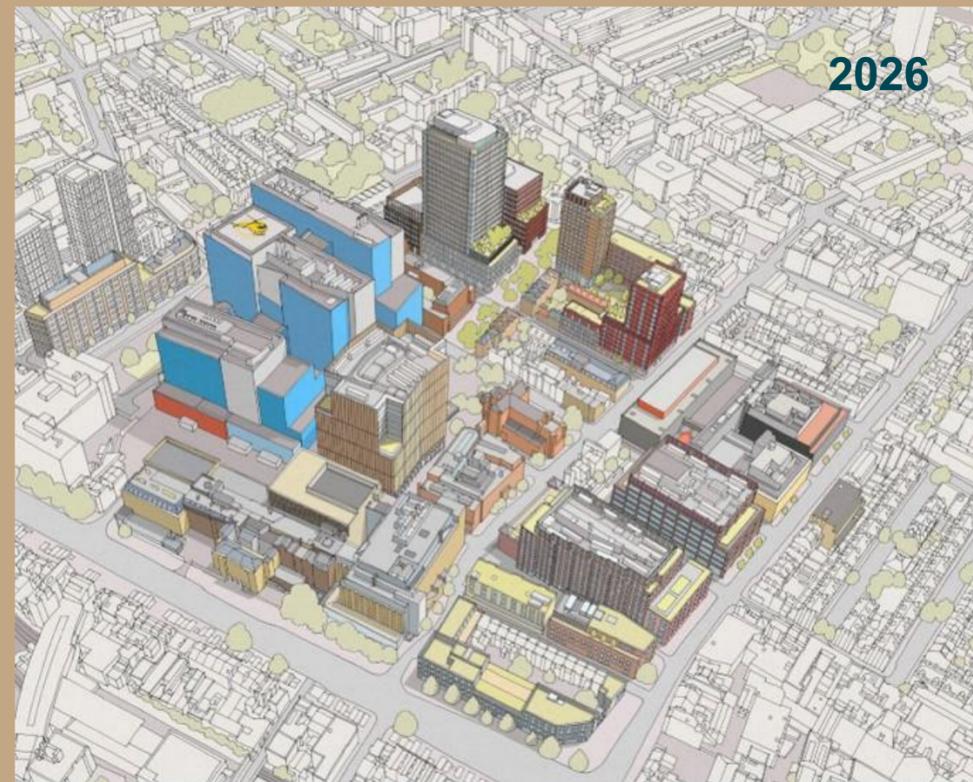
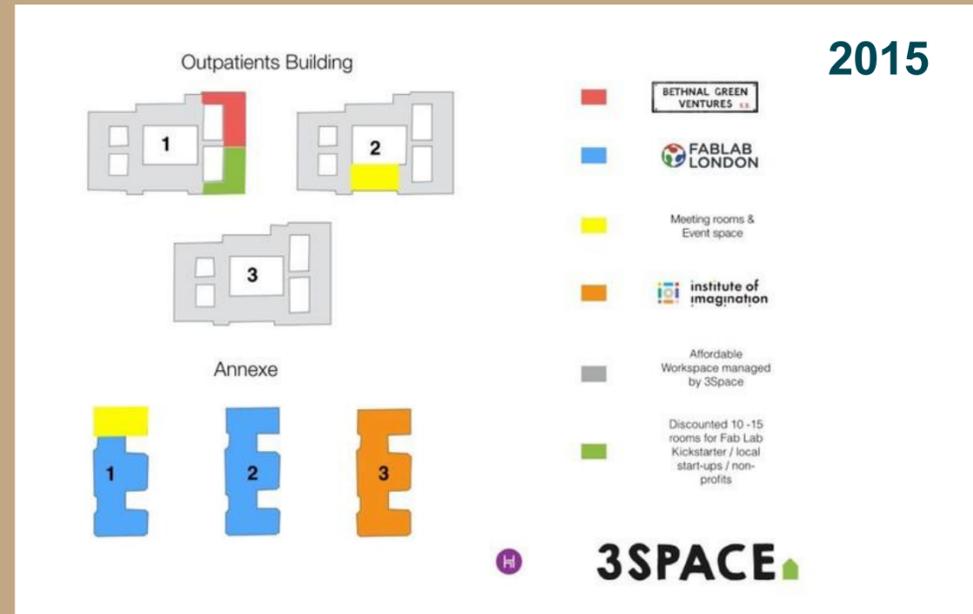
- Jan 2025: 3Space launched a meanwhile use project on Warren Street
- 16,000 sq ft Camden through the landlord Weybourne Limited
- Largest occupier: North Central London Cancer Alliance (NCLCA) c. 3,000 sq ft across two floors at 25% of market rent
- NCLCA previously hosted by University College London Hospitals NHS Foundation Trust - first lease taken outside its estate
- Co-located with multiple health organisations, startups and sustainability initiatives In Your Corner, Reproductive Health Initiative, S.W.I.M, Orcino Health, Think Divergent, Stark Nkd and Legacy Compass as well as a mix of startups and sustainability initiatives.



NCLCA's mission is to continuously improve cancer outcomes for the whole of their population through a high performing, innovative and sustainable cancer system that delivers the best patient and staff experience. The meanwhile use has allowed them to work together as a team more efficiently.

Meanwhile use on the NHS Estate The Royal London

- 2015: 3Space led a meanwhile use bid for a vacant NHS outpatients building in Whitechapel. Selected as preferred bidder
- In partnership with London Borough of Tower Hamlets & Barts Health NHS Trust
- Proposed affordable workspace, accelerator programme, digital fabrication and education opportunities
- Scheme not progressed by the Trust's property team
- Building has remained vacant since 2012. Could have reduced costs, generated profit share and delivered impact similar to International House with a meanwhile use.



The Royal London Outpatients Building and Annexe would have created a 50,000 sq ft meanwhile use providing space for 'tech for good' startups, digital fabrication and social enterprises. Embedding early innovation uses on site for the meanwhile use period would have put down a marker for what comes next in the new development.

The long term plan for the site is it will become part of the redeveloped Barts Life Sciences Cluster, a landmark partnership designed to transform healthcare and deliver inclusive economic growth.

What would it take for this to work as a programme of meanwhile uses across the NHS estate?

1. Different parts of the NHS need to see meanwhile use as a priority including Property teams with buy in at a strategic level. It can deliver social care and health outcomes and should not be seen purely as a commercial decision.

2. Grassroots organisations producing positive health outcomes do not have the funding to pay a market rent. Meanwhile use often requires below market or peppercorn rents.

3. Meanwhile use should be seen as a way to reduce property holding cost savings and securing sites from squatting and ASB.

4. Co-locating startups and more commercial aspects within a meanwhile use can provide cross-subsidy to help support the organisations producing positive health outcomes.

5. A minimum lease duration will be required to work with an operator to allow them to produce a viable model and invest in the facilities. This will depend on a variety of factors but would typically be 3+ years.

6. The building needs to be of a sufficient size to be commercially viable, or it will need to be part of a portfolio of meanwhile uses. If colocated with clinical uses then a zoning system will need to be introduced.

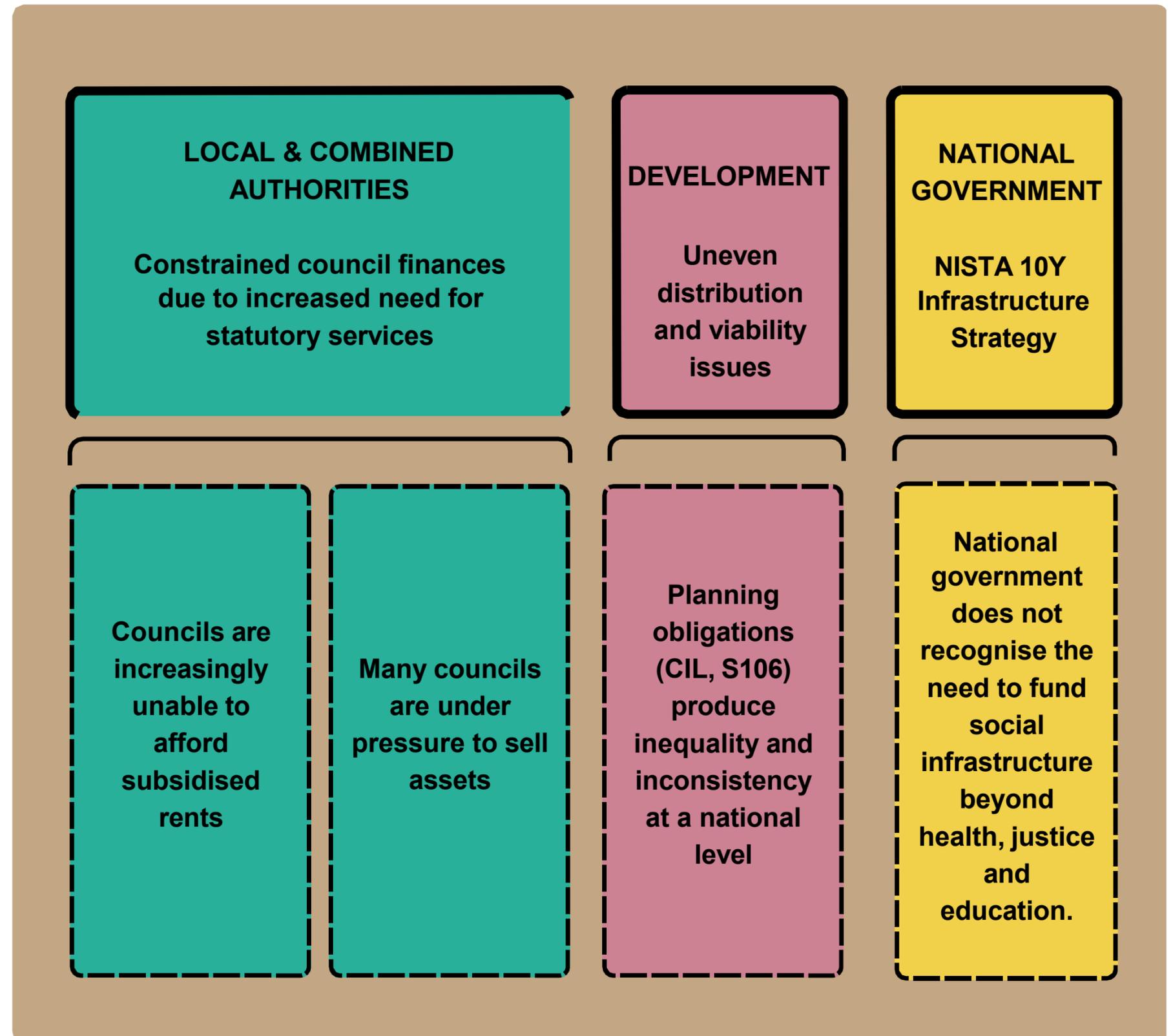
7. Depending on the site condition, location, lease duration and proposed uses the NHS may need to provide a capital works budget to enable a meanwhile use.

8. The meanwhile use will be most successful if treated as a partnership between the NHS and the operator, with a tenant allocation strategy and proposed set of deliverables to be incorporated into the lease.

Why the NHS may need to be more proactive in delivering community infrastructure

- 53% of community businesses lease from local or combined authorities*, often at subsidised rates, often on meanwhile use or unsecure leases.
- Councils face financial pressures, reducing ability to sustain subsidised rent and pushing asset sales.
- CIL and Section 106 create unequal outcomes; central government underfunds social infrastructure
- NISTA oversees major UK infrastructure projects, including Neighbourhood Health Centres. Can the NHS co-deliver projects like International House?

* Power to Change - Community Business Market Report 2024



**More than meanwhile?
The Public Trust - A structural shift in the
delivery of community spaces**

The Public Trust is founded on the belief that the UK needs an institution dedicated to protecting, owning and stewarding community buildings, applying principles similar to those the National Trust applies to heritage assets.

Across the UK, community and civic spaces are disappearing as rising property values, stretched council finances and development-led models make local enterprise, childcare, community health, learning and cultural spaces increasingly fragile and unaffordable. Despite their recognised value, this infrastructure is not treated as critical national infrastructure. The Public Trust would provide a national solution, securing these buildings in long-term stewardship for public benefit.

**Public
Trust**

**Could the Public
Trust partner with
neighbourhood
health centres?**

**The Public Trust will
introduce three core
innovations:**

- 1. National-scale
stewardship of
community assets**
- 2. Multi-stakeholder
ownership**
- 3. Conversion of social
impact into equity**

**The Public Trust White Paper
can be downloaded here**

