

HEALTH AND WELLBEING BOARD

DATE	1st October 2026
REPORT OF	Katie Brown, Director of Adult Services
SUBJECT	Neighbourhood Health
STATUS	Open

CONTRIBUTION TO OUR AIMS

This paper supports delivery of the Council Plan and Joint Health and Wellbeing Strategy by strengthening prevention, improving access to community-based services, and reducing health inequalities.

Neighbourhood health aligns with Marmot Place, Pride in Place and the ward community plans, supporting health and wellbeing, resilience and improved outcomes through integrated, place-based working.

EXECUTIVE SUMMARY

Neighbourhood Health is the long-term transformation model for health and care, supporting the shift towards prevention, proactive care, population-based delivery and more integrated support closer to home. The Health and Wellbeing Board has an important leadership role in aligning system partners, maintaining oversight and ensuring neighbourhood health contributes to delivery of the Joint Health and Wellbeing Strategy.

This report provides an update on the development of neighbourhood health across North East Lincolnshire.

Including:

1. The emerging North East Lincolnshire Neighbourhood Health Plan Framework (including the neighbourhood model)
2. Update on the National Neighbourhood Health Implementation Programme (NNHIP)
3. Update on Neighbourhood Health Centre developments
4. The Trailblazer Programme for Social Finance Investment
5. The BCF Support Programme Target Support for Health and Wellbeing Boards (HWB) (neighbourhood Health) and Better Care Fund Support Programme Communities of Practice

RECOMMENDATIONS

The HWB is asked to:

1. Note the national expectations for neighbourhood health and local progress to date.

2. Endorse the emerging Neighbourhood Health Plan Framework and the integrated approach to healthy neighbourhoods and neighbourhood health as a single neighbourhood health model, the proposed timeline for development and final approval of the completed Neighbourhood Health Plan in February 2027.
3. Support the development of Neighbourhood Health Centres (NHCs)
4. Support the implementation of Trailblazer Programme which runs September 2026 to April 2027
5. Support the implementation of the BCF Support Programme Target Support for HWB (neighbourhood Health) and Better Care Fund Support Programme Communities of Practice

REASONS FOR DECISION

Neighbourhood health represents a fundamental shift in how health and care services are organised, moving from fragmented provision to integrated, population-based delivery focused on prevention.

Health and Wellbeing Board (HWB) leadership and timely decisions are required to meet national planning requirements and ensure local delivery remains aligned and achievable.

1. BACKGROUND AND ISSUES

1. Emerging North East Lincolnshire Neighbourhood Health Plan Framework

An emerging North East Lincolnshire Neighbourhood Health Plan Framework and Delivery Plan is being developed to provide a shared approach to neighbourhood working across partners. The framework aligns with the Joint Health and Wellbeing Strategy and brings together community development, health creation, neighbourhood health and integrated service delivery within a single model.

The framework is structured around three interconnected parts:

Part 1: Healthy Neighbourhoods

This section focuses on the broader conditions that create health and wellbeing within communities. It brings together Community Plans, resident voice, Marmot Place, health creation, the eight building blocks for health and neighbourhood partnerships. It recognises that improving health requires action on the wider determinants of health alongside stronger communities and resident-led solutions.

Part 2: Neighbourhood Health

This section sets out how health and care partners will organise services around populations rather than organisations. It includes Population Health Management, population accountability, Integrated Neighbourhood Teams, proactive care, planned care and outpatient transformation, urgent care, hospital avoidance, discharge pathways and the development of Neighbourhood Health Centres. The intention is to support the shift from reactive care to prevention, improve coordination and provide more care closer to home.

Part 3: Delivery Plan 2027-2030

The Delivery Plan will translate the framework into a time-bound programme of

work. It will be informed by population need, inequalities, resident and community voice, national and local priority cohorts, agreed delivery priorities, enablers, outcomes, governance arrangements, maturity assessment and a roadmap to 2035.

The proposed delivery priorities are:

1. Scaling Integrated Neighbourhood Teams and Proactive Care
2. Planned Care and Outpatient Transformation
3. Urgent Care and Hospital Avoidance
4. Neighbourhood Health Centre Developments

These priorities reflect both national neighbourhood health policy and local learning from the National Neighbourhood Health Implementation Programme, Community Plans, Population Health Management, Marmot Place and wider Health and Care Partnership transformation activity.

The framework will continue to be refined through engagement during 2026-27, with a final draft to be presented to the Health and Wellbeing Board in February 2027 for endorsement.

The Health and Wellbeing Board will provide strategic oversight of Neighbourhood Health Plan development and annual review of delivery.

Appendix 1 contains the Neighbourhood Health Plan Framework.

Appendix 2 contains the Neighbourhood Health model on a page

2. National Neighbourhood Health Implementation Programme (NNHIP)

North East Lincolnshire continues to participate in the National Neighbourhood Health Implementation Programme (NNHIP), providing an opportunity to test and develop neighbourhood-based models of care and learn alongside other national sites.

Current work includes:

- Face to face workshop took place in August on the multi-agency Huddle.
- Meridian Neighbourhood Huddles have become Business as Usual with the Meridian Health Group Multi-disciplinary Team meeting with VCSE now attending
- Engagement in the national High Impact Cluster work for scaling Integrated Neighbourhood Teams (INTs)
- Development of a benefits realisation approach for scaling neighbourhood working, including testing patient and staff activation measures.
- Participation in the NHS England (NHSE) digital interoperability programme.
- Working to become an early pilot site for a new digital platform designed to support neighbourhood multi-disciplinary teams through shared caseload management, communication and coordinated action tracking
- Participation in national evaluation of the programme

- Participation in engagement sessions on the Single Neighbourhood Provider (SNP) and Multi-Neighbourhood Provider (MNP) contracts consultation
- Review of the Data Sharing Agreement (inclusion of services for Children and Young People)
- Development of our first Neighbourhood Health Centre (NHC)
- Ongoing community and partner engagement aligned with Community Plans, Marmot Place and wider system priorities.

Learning from NNHIP demonstrates that neighbourhood health is a long-term transformation approach rather than a short-term programme. Success is dependent on shared culture, workforce development, integrated leadership, data and insight, and a robust investment and outcomes framework.

3. Neighbourhood Health Centres (NHCs)

NHCs are a key enabler of the North East Lincolnshire Neighbourhood Health model. They are intended to provide welcoming, accessible and community-focused places that bring together health, care, wellbeing and community support around the needs of local people, supporting the wider ambition of healthy people, connected communities and thriving neighbourhoods.

NHCs are not viewed as standalone buildings. They form part of a wider neighbourhood system, connecting residents, communities, Community Plans, voluntary and community organisations, Integrated Neighbourhood Teams and wider public services. Their purpose is to support care that is closer to home, more joined up and more preventative, while remaining connected to care delivered in homes, community settings and through digital channels.

Engagement with residents and partners has consistently highlighted a desire for easier access, better coordination between services, stronger prevention and welcoming community-based environments. This feedback continues to shape the local vision for Neighbourhood Health Centres.

Work is underway to develop Weelsby View as our first Neighbourhood Health Centre.

We are also developing an emerging plan for additional NHCs, exploring the future use of suitable NELC buildings as potential Neighbourhood Health Centres and scoping a social enterprise ownership model with social finance investment.

The emerging NHC vision is shown at Appendix 3.

4. Trailblazer Programme for Social Finance Investment

Navigo on behalf of the Health and Care Partnership has been successful as one of six places onto the national Trailblazer Programme for social finance investment, which provides an opportunity to develop an investable proposition for neighbourhood health and explore potential social finance investment. The application was based on developing and scaling a **Proactive Neighbourhood Care and Coordination Service** for residents with the most complex health and care needs, building on existing Integrated Neighbourhood Team (INT) arrangements and providing proactive, coordinated and person-centred support through multidisciplinary neighbourhood teams.

The initial proposal focused on approximately **1,700 residents** at greatest risk of deterioration, rising to around **5,100 residents by year three**. Priority groups included people living with frailty, multiple long-term conditions, dementia, cancer, palliative, mental health and end-of-life care needs, and those at risk of unplanned hospital admission. Identification would be supported through Population Health Management, risk stratification, professional judgement and multidisciplinary neighbourhood working.

The Trailblazer programme now provides an opportunity to test, challenge and further develop the proposition. Whilst the original application focused on people with the highest levels of complexity and risk, work is underway to explore what additional elements could form part of an investable neighbourhood health offer.

The Trailblazer programme is structured around three key stages:

By the end of October 2026

Development of an updated service proposal, including indicative costs, reach, outcomes and delivery assumptions, together with an indicative investment envelope and initial governance review. This stage will confirm the scope of the proposed intervention and its strategic fit with neighbourhood health priorities.

By mid-February 2027

Completion of a detailed clinical and financial model using local data. This will include anticipated costs, population reach, expected outcomes, benefits realisation assumptions and challenge sessions with clinical and financial experts to test the robustness of the emerging model.

By the end of March 2027

Production of a comprehensive business case covering the strategic, economic, commercial, financial and management case for change. This will provide the basis for formal governance consideration and progression to an investable proposition.

From April 2027 onwards

Subject to successful completion of the programme and agreement through local governance arrangements, the intention is to have an investable business case available for consideration by potential investors and system partners, supporting decisions on future investment and the scaling of neighbourhood health delivery. This aligns with ongoing work to develop the broader INT Scaling and Investment Plan and long-term neighbourhood health model.

A launch event took place in London on 16th September with other successful sites and an intensive support programme is underway from Macmillan and Social Finance along with some additional investment to support the development of the business case.

5. Better Care Fund Support Programme and Communities of Practice

North East Lincolnshire has been selected to participate in the **Better Care Fund (BCF) Support Programme**, receiving targeted support for the Health and Wellbeing Board on neighbourhood health and participation in a national

Communities of Practice programme. The support is designed to strengthen the Board's role in leading neighbourhood health through enhanced system leadership, governance, partnership working and delivery. The programme is being delivered with support from IMPOWER, providing expertise across health and care transformation. This work aligns closely with the development of the Neighbourhood Health Plan and the wider ambition to strengthen neighbourhood-based delivery.

The Communities of Practice programme run by PPL from September 2026 to March 2027 and brings together systems from across the country to share learning, explore common challenges and test practical solutions. Through a structured series of facilitated sessions, peer learning and expert input, the programme will support North East Lincolnshire to learn from emerging practice, reflect on local delivery challenges and apply learning to the development of neighbourhood health locally. The programme also provides opportunities to build relationships with other systems, access practical examples and resources, and contribute local learning to the wider neighbourhood health agenda.

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

Risks

- Neighbourhood health represents a significant whole-system transformation programme requiring sustained commitment across NHS, local authority, and VCSE partners. Workforce capacity, leadership capability, organisational readiness and culture change may affect the pace and consistency of delivery.
- Delivery is dependent on the successful development of a clear neighbourhood operating model, Integrated Neighbourhood Team (INT) arrangements, outcomes framework, benefits realisation methodology and governance arrangements. Delays in any of these areas could impact implementation and future investment opportunities.
- The Trailblazer Programme provides an opportunity to develop an investable proposition; however, future investment is not guaranteed and remains subject to completion of a robust business case, affordability assessment and governance approval.
- Data sharing, interoperability and population health management capabilities are fundamental to identifying priority populations, coordinating care and evidencing outcomes. Limitations in these areas may constrain delivery and benefits realisation.
- Delivery of Neighbourhood Health Centres will require alignment of estate, workforce, finance and service models. The programme is exploring a range of delivery options, including social enterprise ownership models, repurposing existing estate and potential social finance investment.

Opportunities

- Neighbourhood health provides a mechanism to bring together Community Plans, Integrated Neighbourhood Teams, population health management, VCSE organisations and wider partners within a single neighbourhood model focused on improving outcomes and reducing inequalities.
- The National Neighbourhood Health Implementation Programme, Better Care Fund Support Programme and Communities of Practice provide access to national learning, peer support and improvement expertise, helping accelerate local development and implementation.

- The Trailblazer Programme offers an opportunity to develop a robust investment case for scaling neighbourhood health, explore social finance investment and support a shift towards more preventative, proactive and coordinated models of care.
- Development of Neighbourhood Health Centres, including the proposed first centre at Weelsby View and future centres, offers opportunities to make better use of existing public assets, including council buildings, improve access to services and support integrated neighbourhood delivery closer to home.
- Neighbourhood health supports a stronger focus on prevention, health creation, resident voice and action on the wider determinants of health, contributing to the ambition of healthy people, connected communities and thriving neighbourhoods.

Neighbourhood health supports equitable access through a focus on priority populations and consistent models of care.

3. OTHER OPTIONS CONSIDERED

N/A

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

Neighbourhood health presents a significant opportunity to demonstrate strong Health and Wellbeing Board leadership, partnership working and community engagement. Effective communication will be important to ensure a shared understanding that neighbourhood health is a long-term transformation model rather than a standalone programme, and that developments such as Neighbourhood Health Centres and social finance exploration form part of a wider neighbourhood approach. A coordinated communications and engagement approach will support transparency, maintain stakeholder confidence, manage expectations and ensure residents, communities and partners remain actively involved in shaping future developments.

5. FINANCIAL CONSIDERATIONS

Neighbourhood health is currently being progressed through existing partnership arrangements and programme resources. Funding has been secured to support development of the first Neighbourhood Health Centre, and further work is underway to develop an INT Scaling and Investment Plan through a comprehensive Trailblazer business case. The Trailblazer Programme provides an opportunity to explore potential social finance investment and alternative funding mechanisms to support scaling neighbourhood health. Any future investment proposals will be subject to affordability assessments, detailed financial modelling and formal governance approval.

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

Children and young people are a priority population, requiring neighbourhood planning to reflect needs identified. Integrated Neighbourhood Teams will support

coordinated, multidisciplinary care, while ongoing engagement ensures children, young people and families shape priorities, strengthening early intervention and improving access to local, joined-up services.

7. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS

Neighbourhood health supports climate and environmental objectives by reducing travel through local delivery of care, increased use of digital services, and better coordination across providers. Development of neighbourhood health centres will align with national design guidance, including reuse and optimisation of existing estate, improved energy efficiency and contribution to NHS net zero ambitions. The approach also supports place-based regeneration and use of community assets, contributing to wider environmental and social value within neighbourhoods.

8. PUBLIC HEALTH, HEALTH INEQUALITIES AND MARMOT IMPLICATIONS

Neighbourhood health has significant potential to improve population health and reduce health inequalities by shifting the system towards prevention, early intervention and more coordinated care delivered closer to home. The approach is particularly relevant to North East Lincolnshire, where inequalities in healthy life expectancy, long-term conditions, mental wellbeing and wider determinants such as employment, housing and social isolation contribute to poorer outcomes for some communities.

The proposed model aligns strongly with the Marmot principles by supporting action across the social determinants of health, strengthening community resilience, improving access to services, and enabling partners to work more effectively around the needs of individuals, families and communities. The focus on defined populations and priority cohorts provides an opportunity to direct resources towards those with the greatest need and to reduce unwarranted variation in access, experience and outcomes.

Neighbourhood health also supports a shift from reactive, service-led models towards person-centred, community-based approaches that help people maintain independence, remain connected to their communities and have greater control over their health and wellbeing. Through stronger partnership working between health, local authority and VCSE organisations, there is potential to achieve both improved outcomes and more sustainable use of public resources.

To maximise impact, implementation should be supported by robust equality impact assessment, community engagement and ongoing monitoring of outcomes across different population groups to ensure the benefits are realised equitably and do not inadvertently widen existing inequalities.

9. FINANCIAL IMPLICATIONS

The financial implications of scaling neighbourhood health will be set out through the Trailblazer clinical and financial modelling, and the final business case due in March 2027. Future financial implications remain subject to further development and governance approval.

10. LEGAL IMPLICATIONS

Neighbourhood health will continue to be delivered through existing statutory responsibilities and partnership arrangements across health, care and local government. Further work is underway to strengthen partnership agreements, develop memoranda of understanding and explore future governance and investment arrangements associated with neighbourhood health, Neighbourhood Health Centres and social finance proposals. Any future changes to commissioning, contracting, estates ownership or investment arrangements will be subject to appropriate legal advice and governance approval.

11. HUMAN RESOURCES IMPLICATIONS

Delivery of neighbourhood health requires organisations to work differently across traditional boundaries, supported by integrated leadership, workforce development and multidisciplinary team working. Scaling neighbourhood health is likely to require further investment in workforce development, organisational development, care coordination, leadership capability and new ways of working across health, care, council and VCSE partners. Workforce capacity and readiness remain important considerations as implementation progresses.

12. WARD IMPLICATIONS

All wards - Neighbourhood health is a place-wide approach covering all North East Lincolnshire communities, with a particular focus on reducing inequalities and improving outcomes in communities experiencing the greatest health challenges. Delivery will be informed by Community Plans, population health intelligence and neighbourhood-level priorities, ensuring that local needs and assets influence future neighbourhood health development.

13. BACKGROUND PAPERS

- Neighbourhood Health Framework, 2026 - <https://www.gov.uk/government/publications/neighbourhood-health-framework/neighbourhood-health-framework>
- Neighbourhood Health Centre Guidance, 2026 - <https://www.england.nhs.uk/long-read/neighbourhood-health-centre-guidance-for-regions-and-integrated-care-boards/>

14. CONTACT OFFICER(S)

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Appendix 1 – Neighbourhood Health Plan Framework

Part 1: Healthy Neighbourhoods

- What we mean by Healthier Neighbourhoods
- Community Plans and Resident Voice
- Marmot Place, Health Creation and the Eight Building Blocks (HWB Strategy)
- Neighbourhood Partnerships and Shared Commitments

Part 2: Neighbourhood Health

- What we mean by Neighbourhood Health
- Population Health Management and Population Accountability
- Integrated Neighbourhood Teams and Proactive Care
- Planned Care, Community Services and Outpatient Transformation
- Urgent Care, Hospital Avoidance and Discharge
- Neighbourhood Health Centres

Part 3: Delivery Plan 2027-2030

- Population Need and Inequalities
- Resident and community voice
- National and Local Priority Cohorts
- Delivery Priorities
- Enablers
- Outcomes and Measures
- Governance
- Maturity and Learning
- Roadmap to 2035

Recommended Delivery Priorities

1. Scaling Integrated Neighbourhood Teams (including Children and Young People)
2. Planned Care and Outpatient Transformation
3. Urgent Care and Hospital Avoidance
4. Neighbourhood Health Centre Developments

Appendix 2 – Neighbourhood Health Model



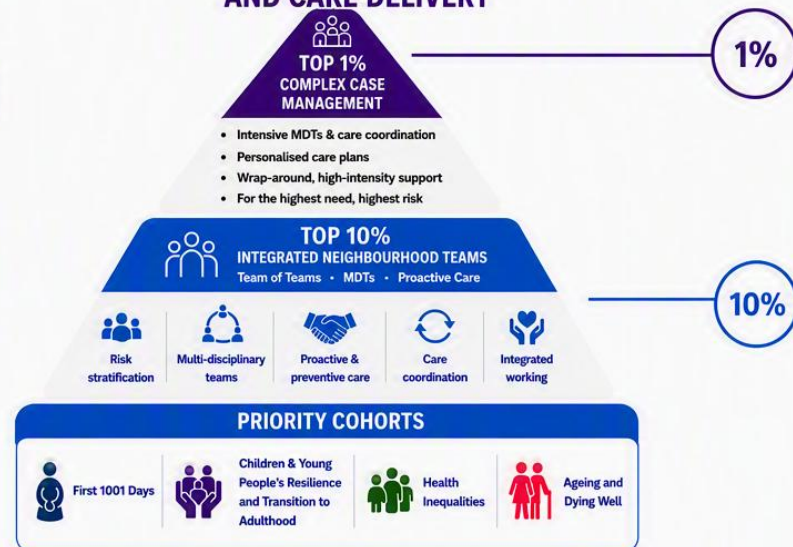
Neighbourhood Health

Healthy Neighbourhoods through neighbourhood partnerships provide the foundations for prevention and wellbeing.

Universal services support the whole population, integrated teams provide proactive coordinated care for those with higher needs, and intensive case management support the small number of people with the most complex needs.

Right support, right time, right place

NEIGHBOURHOOD HEALTH AND CARE DELIVERY



1%

TOP 1% OF POPULATION

People with the most complex needs who require intensive, coordinated, person-centred case management.

10%

TOP 10% OF POPULATION

People with higher needs who benefit from proactive, coordinated, multi-disciplinary team support.



WHOLE POPULATION
UNIVERSAL HEALTH & CARE SERVICES
Population-wide, single organisation services for everyone.



100%

WHOLE POPULATION

Universal services available to everyone, delivered using a proportionate universalism approach, with support provided at a scale and intensity proportionate to need.

Healthy Neighbourhoods – Community-Led Neighbourhood Partnerships



DELIVERY PRIORITIES 2027-2030

- Scaling Integrated Neighbourhood Teams (including children and young people)
- Planned Care and Outpatient Transformation
- Urgent Care and Hospital Avoidance
- Neighbourhood Health Centre Developments



Strategic Leadership & Oversight



Integrated Governance & Accountability



Data & Insight Driven



Shared Resources & Investment



Continuous Learning & Improvement



Joint Health and Wellbeing Strategy

HEALTHIER Together
North East Lincolnshire

Better Health • Fairer Outcomes • Stronger Communities

Appendix 3 – Neighbourhood Health Centre Vision

NORTH EAST LINCOLNSHIRE

Neighbourhood Health Centres

Healthy people, connected communities and thriving neighbourhoods



Our vision

Neighbourhood Health Centres will be welcoming, inclusive and community-focused places that bring services, support and people together. They will make it easier for residents to access the right help, in the right place, at the right time, while supporting healthier lives, stronger communities and reduced inequalities.

Neighbourhood Health Centres are not simply buildings. They are part of the wider North East Lincolnshire neighbourhood health model, connecting residents, communities, voluntary organisations, health and care services around the needs of local neighbourhoods. They will support the shift from reactive care to prevention, from fragmented services to joined-up support, and from organisational silos to shared action around people and place.

The central proposition



CLOSER

Support closer to home and in places people know.



JOINED UP

Connect health, care, wellbeing and community support.



PREVENTIVE

Make prevention and early help as visible as treatment.



What communities have told us

Residents, community organisations and partners consistently tell us they want:

- ✓ Easy access, clear navigations and a “no wrong door” approach.
- ✓ Services located in places people already know and trust.
- ✓ Welcoming, non-clinical environments that feel more like community assets than institutions.
- ✓ Health, wellbeing, housing, employment, benefits advice and community support in one place.
- ✓ Greater focus on prevention, wellbeing, social connection and mental health.
- ✓ Services designed around people rather than organisations.
- ✓ Continuity, trusted relationships and support from familiar faces.
- ✓ Buildings that are accessible, inclusive and suitable for diverse needs and communities.



These messages will continue to shape how Neighbourhood Health Centres are designed, delivered and evaluated.



Our model

Neighbourhood Health Centres will be one component of a wider neighbourhood system that includes:

	Communities and residents		Integrated Neighbourhood Teams
	Community Plans and resident voice		Primary, community, mental health and social care services
	Voluntary, community and social enterprise organisations		Wider public sector and civic partners
	Neighbourhood partnerships		Care at home, digital support and existing community settings

Centres will act as local anchors for collaboration, providing space for integrated working, care coordination, prevention, community activity and support for people with complex needs. They will be closely connected to care delivered in people's homes, neighbourhood settings and through digital channels.



Neighbourhood Health Centres and National Guidance



Neighbourhood Health Centres in the National Context

Neighbourhood Health Centres are a key component of the Government's 10 Year Health Plan and the NHS Neighbourhood Health Framework.

They are intended to become the place people go for most health needs within their community, working alongside care delivered in homes, general practice, pharmacies, community settings and through digital channels.



Function Before Form

The NHS England guidance makes clear that Neighbourhood Health Centres should be defined by their function rather than a prescribed building type.

NHS England identifies four broad approaches:

- Upgrading, extending or repurposing existing NHS estate.
- Using community, civic or public sector buildings.
- Developing cohort-specific hubs that connect into the neighbourhood model.
- Creating purpose-built Neighbourhood Health Centres where required.



What Every Neighbourhood Health Centre Should Achieve

While individual centres will vary, NHS England identifies a number of characteristics that should underpin all Neighbourhood Health Centres:

- General practice at the heart of the model.
- Integrated multidisciplinary working across organisations.
- Improved access to health, care and wellbeing support.
- Greater focus on prevention and early intervention.
- Better coordination for people with complex needs.
- Stronger links between health, social care, local government and the voluntary sector.
- Community involvement in design, development and delivery.
- Flexible and digitally enabled environments that support modern models of care.



A Place-Based and Community-Led Approach

The national guidance emphasises that Neighbourhood Health Centres should be developed as part of an asset-based neighbourhood model rather than as isolated healthcare facilities.

They should support wider community activity, health promotion, wellbeing and access to support services, with people and communities involved at every stage.



Local Approach in North East Lincolnshire

For North East Lincolnshire, Neighbourhood Health Centres are not viewed as standalone buildings. They are part of the wider neighbourhood health model and provide local hubs that connect residents, communities, voluntary organisations, health services, social care and wider public services around the needs of local populations.

We will build on existing assets, support Integrated Neighbourhood Teams and maximise opportunities to repurpose and improve existing estate before considering new-build solutions.