

Report title: Neighbourhood Health development

Report to:	Health & Wellbeing Board
Date:	25 June 2026
Lead Cabinet Member:	Hayley Tranter, Cabinet member for Adult and Community Services, Public Health and Inequalities
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Wards affected:	All
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1. Summary of Report:

This paper sets out the national requirements around the development of neighbourhood health plans and describes local progress to date.

The aim is to prompt discussion as to how Health and Wellbeing Board members and stakeholders can contribute to ensure a comprehensive neighbourhood health plan is developed for Torbay and South Devon.

2. Recommendations and Proposed Decision:

Members are asked to note progress in progress towards *neighbourhood health* to date, and to consider how the Board should work with partners to ensure a comprehensive neighbourhood health plan is developed for Torbay and South Devon.

3. Reasons for Recommendations:

Health and Wellbeing Boards have a lead responsibility in the development of neighbourhood health plans and need to be assured they are fully contributing to the development process.

In the future, a neighbourhood health plan will be drawn up by local government, the NHS and its partners at single or upper tier authority level under the leadership of the Health and Wellbeing Board, incorporating public health, social care, and the Better Care Fund. The ICB will bring together these local neighbourhood health plans into a population health improvement plan for their footprint and use it to inform commissioning decisions.

NHS 10 Year Plan 2025

4. Background and Context

4.1 What is neighbourhood health?

The 10 Year Health Plan for England published in July 2025 promised to develop a 'neighbourhood health service' to 'make local health services meaningfully accountable to local residents'.

The Plan stresses that 'neighbourhood health will only work as a joint endeavour between the NHS and local authorities, alongside wider partners'.

Commissioning and planning frameworks published during 2025-26 have gradually set out the requirements for developing neighbourhood health. Some of the key points are sifted from the guidance and shown below, with green highlights for particular emphasis:

Neighbourhood health puts the person at the centre of how we deliver their health and care by organising services so they can work together to serve a defined population. This includes the services that people rely on close to home and on the high street, such as GPs and community services and, where appropriate, urgent care, diagnostics and

outpatients. This also includes local authority-commissioned services, such as adult and children's social care and public health services.

The 10 Year Health Plan promised services would be:

- *as local as they can*
- *digital by default*
- *in a patient's home if possible*
- *in a neighbourhood health centre when needed*
- *in a hospital if necessary.*

The Neighbourhood Health Framework outlines three 'reform agendas' which neighbourhood health will deliver:

Reform agenda 1: *improve services for people who need routine healthcare, so neighbourhood health benefits everyone*

Reform agenda 2: *improve proactive care for people*

Reform agenda 3: *deliver better alternatives to hospital care.*

4.2 What is the ask?

Health and Wellbeing Boards are uniquely placed to bring together the key partners tasked with developing and agreeing neighbourhood health plans. These start with an assessment of local need, partly identified through the Joint Strategic Needs Assessment:

ICBs will work with public health, adult social care and local stakeholders to assess the needs of local populations.

ICBs will take a biological, psychological and social view of population health. This will include assessing the impact that poor health has on children and young people's life chances and population employment outcomes.

The aims of this population approach to neighbourhood health are to:

- *Improve people's health and care outcomes, reduce health inequalities and help them stay well at home*
- *Organise services around the person with more convenient, personalised and joined-up care*
- *Reduce pressure on more acute services - including hospitals and care homes*
- *Cut waste and duplication by integrating services*

'Local leaders' are asked to consider how neighbourhood health services will:

- *integrate services so that they are organised around people's lives*

- *improve long-term outcomes for people through a focus on prevention, relying less on expensive crisis management*
- *devolve power to local areas, which understand the needs of their communities best, with services that are designed with and for people, in partnership with civil society and the impact economy.*

Neighbourhood health plans are required to be developed by the **end of March 2027**. These should be signed off by Health and Wellbeing Boards. Further detail in Section (5) below.

For Devon, neighbourhood health plans are being developed on Local Care Partnership footprints. South Local Care Partnership has established an Integrated Neighbourhood Steering Group which will drive the development of Integrated Neighbourhood Teams and Neighbourhood Health. South Local Care Partnership includes Torbay, Teignbridge and South Devon. Neighbourhood Health Plans are required to be developed for Health and Wellbeing footprints. The South Local Care Partnership will consider how this requirement is met whilst also ensuring a plan covers the full Local Care Partnership footprint.

4.3 How will success be measured?

There are some overarching outcome measures, and some much more immediate proposed metrics for the first year or so of operation. *These are divided into 'national' and 'local' goals, objectives and measures.*

Neighbourhood health will have clear national minimum goals and objectives, which will be complemented by locally developed aims and outcomes, specific to communities. These will be defined locally through the neighbourhood health plan, designed under the collective leadership of the HWB.

During the 2026 to 2027 financial year, as part of developing neighbourhood health plans for the 2027 to 2028 financial year, HWB members will need to work with communities, health and care organisations and wider partners on how to establish outcome measures that cover the whole life course of the individual and reflect both health and social care needs.

The **national metrics** and measures are centred around 5 goals:

1. Improve health outcomes (frailty, care homes, housebound, end of life, CVD, diabetes, COPD, dementia, mental health, children and young people, plus 'locally defined cohorts')
2. Improve access to general practice
3. Improve experience of planned care
4. Better urgent and emergency care performance
5. Improve patient and staff satisfaction.

The **local goals**, objectives and measures **should be agreed via Health and Wellbeing Boards**, describing how neighbourhood health will:

- address local priorities and health inequalities set out in the local joint strategic needs assessment (JSNA)
- deliver further measurable benefits and how these will develop over time.

For these local goals, the government recommends three routes:

1. Firstly using the **Local Outcomes Framework** updated in February 2026 covering *performance against key national priorities delivered at local level and driven by councils as local leaders of place*. Specifically those metrics and outcomes specified across:
 - health and wellbeing
 - adult social care
 - Best Start in Life
 - neighbourhood health and integration.
2. Secondly, identifying how neighbourhood health can help improve relevant outcomes for **adult social care** (living at home, reablement outcomes following hospital discharge, long term needs met, client satisfaction, carer satisfaction).
3. Thirdly, sourcing measures from the **wider agenda of local public service reform**. These specific programmes (listed below), in conjunction with the full range of services and activity which is provided across the local authority and with partners, collectively address many of the wider determinants of health. Addressing integration, connectivity and focus represent key delivery mechanisms and opportunities for prevention within neighbourhood health, and also in delivering the Joint Health and Wellbeing Strategy.
 - Test, Learn and Grow programmes
 - Best Start in Life reforms
 - Best Start Family Hubs
 - SEND reforms
 - Young Futures Hubs
 - Families First Partnerships
 - Pride in Place programme

Pride in Place neighbourhood boards may choose to invest in interventions to improve health outcomes locally and will bring local residents together to shape and influence local health services. Where relevant, ICBs and local authorities should consider the priorities of Pride in Place neighbourhood boards to ensure that health services meet the needs of communities.

- Get Britain Working, WorkWell, Connect to Work
- Ending homeless plans

- Housing reform including decent homes standard
- Changing futures programmes improving outcomes for people experiencing multiple disadvantage
- Tackling loneliness hubs
- Physical activity plans
- **Making effective use of community resources and collocating eg library and sports facilities, family hubs, food banks, housing and employment support, with health.**

We may also want to add local goals around building resilience and promoting wellbeing through **active local neighbourhoods**, harnessing the contribution of our voluntary and community sector.

4.4 Timescales

NHS and local authorities should work with partners to deliver short and longer term delivery plans:

Stage 1: April 2026 – March 2027

Develop initial plans describing how they will tackle key system pressures including non-elective admissions and bed days, unwarranted variation and improving access to general practice:

- ***agree neighbourhood footprints around natural communities** for the future development of Integrated Neighbourhood Teams*
- ***agree plans to establish Integrated Neighbourhood Teams focused on high priority cohorts**, including how devolving care budgets could work in their area*
- *confirm how ICBs and local authorities intend to use pooled funding under the **Better Care Fund** (BCF).*

Stage 2: April 2027 – March 2029

Develop a locally owned neighbourhood health plan providing:

- *a broad overview of how the national NHS objectives will begin to be delivered*
- *set out how neighbourhood health will support wider local goals to improve health outcomes and reduce health inequalities, and deliver on any locally agreed wider public service reform agendas*
- ***set out how local objectives are informed by the JSNA**, and any other assessments by ICBs or local authorities, as deemed necessary by them and the HWB*
- *confirm final geographies that partners will then work within*
- *confirm which organisations are responsible for different elements of delivery*
- *confirm the arrangements that will be in place to deliver this, including governance and operational partnership arrangements*

- *confirm how any other relevant initiatives align with the strategy (such as Best Start Family Hubs, housing, mental health hubs, Pride in Place and employment support).*
- describe how partners will align strategy, investment and delivery across services influencing the wider determinants of health.

Once this is agreed, the ICB will incorporate this locally owned plan into their refreshed 5-year strategic commissioning plan.

4.5 What have we done so far?

Neighbourhood health development

Development of Neighbourhood Health and Integrated Neighbourhood Teams has been commenced by the South Local Care Partnership. The South LCP includes senior partners and executives from NHS Devon, Torbay and South Devon NHS Foundation Trust, Torbay Council, Devon County Council, Primary Care (Primary Care Networks and Community Pharmacy), Devon Partnership Trust, Torbay Communities and Teignbridge CVS.

Progress made to date by the South Local Care Partnership includes:

- Formation of a **South Integrated Neighbourhood Team steering group**, chaired by Torbay Council, Divisional Director for Adult Social Care.
- Agreement for neighbourhood health to be developed on the **South LCP footprint** and to be coterminous with the Southern Primary Care Collaborative Board footprint. This ensures all eight Primary Care Networks are fully included in the Integrated Neighbourhood Team development.
- Options for neighbourhood footprints have been considered with agreement achieved **initially to develop Integrated Neighbourhood Teams on Primary Care Network footprints**. As delivery is tested, these footprints will be reviewed prior to confirming final neighbourhood areas.
- Primary Care Network Clinical Directors have been confirmed as clinical leads for each neighbourhood in South and Torbay.
- A South and Torbay Population Health profile has been developed building on data available in Joint Strategic Needs Assessments.
- Integrated Neighbourhood Team model design will focus on the following priority client cohorts:
 - **Frailty (including physical and mental health)**
 - **End of Life.**
- A development timeline is now being produced which will include design workshops to shape a new delivery model which clearly defines the role and responsibilities of delivery partner delivery organisations, responds to local community needs and outlines local governance and accountability.

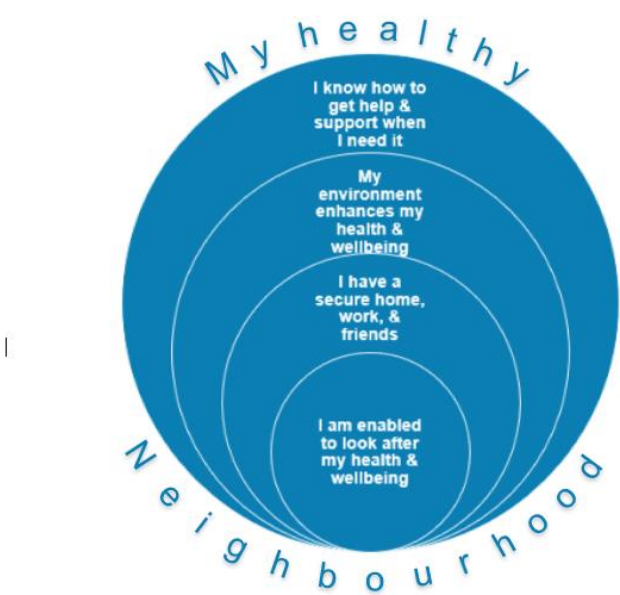
Joint Health and Wellbeing Strategy development

Torbay’s 2026-30 Joint Health and Wellbeing Strategy, approved by Council in May, was developed with an eye to the requirements around neighbourhood health plans.

Our Strategy is centred around the concept of the ‘healthy neighbourhood’, arguing that *health promoting neighbourhoods* are as critical as the provision of good neighbourhood health and care.

Our vision

Healthy neighbourhoods where people of all ages
can live, work and thrive



A healthy neighbourhood is somewhere where...

	Health & Care services	•go where people are •are easy to access •are enabling •are designed in partnership •start with prevention
	Natural & built environments	•enhance health & wellbeing •promote physical activity & social connections
	Housing, Employment, Education, Transport	•are suitable & secure •promote health & wellbeing •promote independence •reduce inequalities
	Citizens	•are in charge of their health & wellbeing •are partners in their care •are seen in their context

The Strategy sets out the needs and challenges highlighted in our Joint Strategic Needs Assessment, that neighbourhood health plans will need to respond to.

A copy is attached at Appendix A.

5. Alternative Options Considered:

Not relevant.

6. Contribution to Council Priorities:

Consistent with Council priorities.

7. Consultation and Engagement:

The neighbourhood health planning process is consultative, and will involve a dedicated engagement component currently in development. Neighbourhood plans take into account the results of formal engagement via the NHS Plan, Joint Health and Wellbeing Strategies and other related programmes.

8. Implications:

Financial Implications: No direct implications.

Legal Implications: None.

Corporate Parenting/Children and Young People: None.

Contributions to tackling climate change or achieving carbon neutrality:

No specific implications, however a thriving sustainable natural environment is a key part of a health promoting neighbourhood.

Social Value Considerations: No direct considerations.

Procurement Implications: None.

Other Implications: None

9. Cumulative Council Impact:

None.

10. Cumulative Community Impact:

No negative impacts.

11. Monitoring and Evaluation:

Draft required outcomes and metrics are described in the Sections above.

Appendices:

Joint Health and Wellbeing Strategy 2026-30.



Torbay JHWS
2026-30 - FINAL.docx

Background Documents:

None.

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