



15 January 2026

Agenda Item: 6

REPORT OF THE CABINET MEMBER FOR COMMUNITIES AND PUBLIC HEALTH

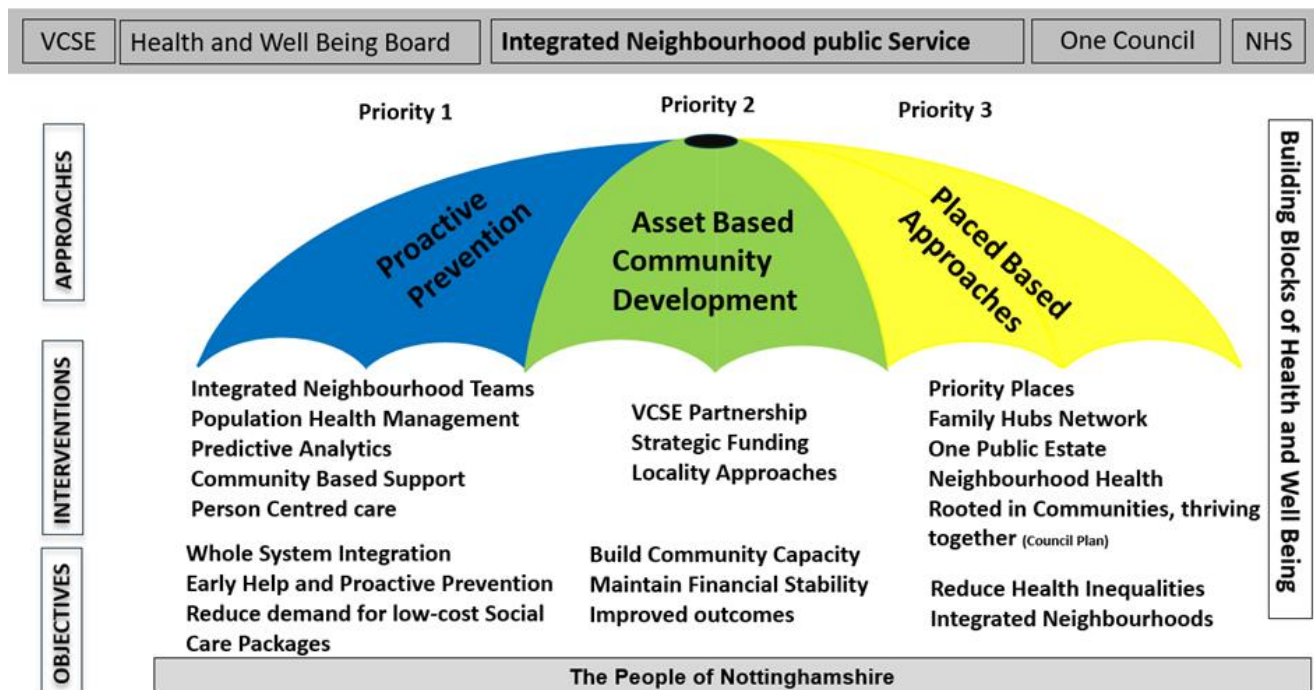
PROGRESS IN THE SET UP AND DELIVERY OF THE CORPORATE TRANSFORMATION PROGRAMME FOR THRIVING COMMUNITIES

Purpose of the Report

1. To provide an update on the work being carried out to define the ambitions and scope of the Thriving Communities, Corporate Transformation programme.
2. To describe how the Thriving Communities work aligns with NHS and Local Government Integrated Neighbourhood Public Service and the ambitions and priorities set out in the new Council Plan.

Information

3. The Council Plan identifies Rooted in Communities, Thriving Together as one of its three key outcomes, recognising the vital role that community plays in ensuring people live healthier, happier lives and remain independent, in their home and community for longer.
4. The Thriving Communities programme provides the umbrella under which our activity to support and develop communities, to promote resilience and sustainability and to deliver against this outcome is overseen. It enables a cross-council perspective, removing siloed working and duplication. Thriving Communities is a vehicle for how the Council will deliver Integrated Neighbourhood Public Services to wrap around communities and be ready for Local Government Reform. The draft infographic below shows the different strands of Thriving Communities.



5. The programme has a starting focus on how the Council works with communities and the Voluntary, Community and Social Enterprise (VCSE) sector to promote integration, sustainability and proactive prevention. Alongside this development there is ongoing connectivity to and from wider systems initiatives and ambitions for Integrated Neighbourhood Working. The programme will link to the overarching governance of Integrated Neighbourhood Public Service under the Nottinghamshire Health and Wellbeing Board. The programme will link across to the NHS 10 Year Plan and the Integrated Care Board (ICB) Place Based Partnerships, ICB Integrated Neighbourhood Plans, to ensure a joined-up approach to activity across the system.
6. The programme has a dual purpose of overseeing and governing our internal Council change activity and to the VCSE and Health system to ensure duplication is avoided. The programme will support financial efficiency by committing our resource and funding to the right places and helping us work towards the Integrated Neighbourhood Public Service Model described in the [Greater Nottinghamshire](#) Local Government Reform (LGR) submission.
7. The programme has three themes, Proactive Prevention, Asset Based Community Development and Place Based approaches, within each theme activity is progressing, either via discrete projects, discovery activity, test, learn and grow pilots or visibility of activity in other part of the system.
8. These themes have been prioritised to reflect the need to focus our resource and capacity on areas where we can proactively reach out to people before they reach crisis point and connect them to the support that is available to them locally, improving their independence and resilience and ensuring they can remain, at home, in their local community when this is most appropriate.
9. The programme supports the development of strong community connections, ensuring that people can get the help they need, when they need it, close to home. This means less unmet

need and reduced or delayed demands on social care for needs that would be better met in the local community, for example support with shopping.

Some examples of the work within the themes:

Proactive Prevention

10. Working with our partners in Health we are using our data to identify those who are most likely to benefit from us reaching out to them early, to engage with them and offer information, sign posting, guidance and support before their situation worsens. This work links to the already established Integrated Neighbourhood Teams within the Place Based Partnership, who are best positioned to co-ordinate a multi-disciplinary approach to meeting a person's wider needs. Learning from this test, learn and grow pilot will help us work with the community and voluntary sector, based on the needs identified, to better fund and support groups on the ground, ensuring we target support to those services who are vital in helping people remain safe and resilient.
11. Making Every Contact Count (MECC) is a prevention approach that is a focus of both national and local plans and strategies for health and wellbeing (including strengthening the Building Blocks of Health i.e. good work, housing, education, employment, access, communities etc). Over the last 18 months a new bespoke multi-level training package for MECC (which incorporates the Building Blocks of Health communication approach) has been developed for staff and volunteers across council departments and partner organisations to access. Thriving Communities provides opportunities to promote and rollout this new training offer, improving the competence and confidence of participants to have 'healthy conversations', targeting those staff/volunteers working with those experiencing health inequalities. Promoting and embedding MECC will also help us develop the right infrastructure, culture and environments across our teams and partnerships to deliver on wider prevention priorities.
12. Integrated Neighbourhood Teams (INTs). This is a national NHS led intervention that is being rolled out across Nottinghamshire. The INTs are a collaborative approach to supporting an individual's health and care needs. They aim to be more efficient, holistic and person centred. INTs will bring together health, welfare and wellbeing multi-disciplinary teams to support the individual to take a more proactive approach to their health and wellbeing.
13. Adult Social Care provides various support services alongside the VCSE. These services, and their reach and remit are being mapped as part of the programme to understand how people can be supported to access support before they require formal care services.
14. Children's Social Care and support to families. A future discovery workshop will be held to develop the life course approach to Thriving Communities.

Community Based Asset Development

15. The work to implement an improved community directory platform Your Notts Directory (go live April 2026). The directory will make it easier for people to find the up-to-date information and support they need for themselves. The Directory is in partnership with Nottingham City Council and partners in Health, it aims to reduce the duplication of systems currently available, making it easier for people to navigate just one system and reducing the burden on the VCSE in updating information across multiple platforms. The specification and design of the platform

is being designed with and tested by with people from all areas of the county, with differing accessibility needs to ensure it is easy to use.

16. We are undertaking a comprehensive review of the funding and commissioning to the VCSE to understand the community, reach, outcomes and impact. Some funding schemes are targeted and must be committed to specific groups/needs others we are able to target to ensure they are providing the support to those organisations/areas of the VCSE that people tell us they need.
17. We are reviewing the roles across the Council that have a community based/community development element, to ensure this is cohesive, connected, easy to navigate and understand and delivers the outcomes people need.

Other Options Considered

18. The programme is primarily about how the Council operates and it could be delivered as an inward facing programme. This is not preferred as the programme needs to be both inward and outward facing to support join up with the system. There has been an acceleration of Integrated Neighbourhood Public Service planning and activity, and the Thriving Communities programme needs to link with this activity through the strands of work and Health and Wellbeing Board.

Reasons for Recommendation/s

19. The programme supports greater sustainability, proactive prevention and strategic working with the VCSE.
20. The programme provides strategic and tactical linkage with the:
 - ICB Integrated Health Needs Assessment, Integrated Neighbourhood Plan (How the health services will wrap around communities).
 - The development of Integrated Neighbourhood Teams in the Place Based Partnerships (how services wrap around an individual to be more proactive with their care)
 - Local Government Reform (how new unitary councils will work with their communities)
 - Health and Wellbeing Board Joint Health and Wellbeing Strategy (how partners work together with communities to improve health and wellbeing)

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

22. The programme is being delivered within existing funding.

Legal Implications

23. The programme will be supported by corporate processes internally and linked to the Health and Wellbeing Board for broader system governance.

Local Government Reorganisation Implications

24. Thriving Communities will support themes from the Greater Nottinghamshire bid including:

- Integrate neighbourhood health and wellbeing plans with a wider public services offer.
- Recognising the role of both East Midlands Combined County Authority (EMCCA) and the local authority in delivering the wider building blocks of health and wellbeing and a proactive, community-based prevention offer.
- Plans would be informed by population data and neighbourhood data profiles, developed with communities to ensure that plans meet local needs and are shaped by local people.
- Explore opportunities to build on existing structures to strengthen collaboration, bringing together partners who are able to make decisions about the local allocation of partnership resources and models of local service delivery.

Human Resources Implications

25. The internal operating model for Thriving Communities is in development, and this will ensure there is capacity to deliver the ambitious programme and remove any duplication.

RECOMMENDATION/S

- 1) That the work being carried out in developing the Thriving Communities programme of work and an Integrated Neighbourhood Public Services approach to support improved outcomes for residents and supports join up with the NHS Integrated Neighbourhood Working be noted.
- 2) That to support the work being carried out in the development of the Thriving Communities programme and an Integrated Neighbourhood Public Services approach, Overview Committee carries out a series of short and targeted reviews to examine specific areas of activity throughout the period of its development.

COUNCILLOR DAWN JUSTICE - CABINET MEMBER FOR COMMUNITIES AND PUBLIC HEALTH

For any enquiries about this report please contact:

Legal Comments (CM 11/12/2025)

26. The Overview Committee is the appropriate body to consider this report through the responsibilities set out in its terms of reference. Under the Local Government Act 2000 and other associated legislation, scrutiny committees have the power to review and scrutinise decisions made or actions taken in connection with the relevant functions of the Council. This includes considering reports and matters that fall within their terms of reference. The Committee may agree recommendations to be directed towards other bodies and decision makers, undertake further consideration of the matters at hand, or request further information in order to support the Committee's work.

Financial Comments (PAA29 11/12/2025)

27. Whilst there are no specific financial implications arising directly from the report, any proposed work on the Thriving Communities programme that is not already reflected in the Council's budget will be brought forward for consideration and approval. This will include details of the estimated revenue and capital costs along with the proposed funding.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- [Our Council Plan. Full Council 20 November](#)
- [Local Government Reorganisation in Nottingham and Nottinghamshire](#)

Electoral Division(s) and Member(s) Affected

- All