

	Brent Health and Wellbeing Board 29 January 2026
	Report from the Director of Brent Integrated Care Partnership
	Lead Member for Adult Social Care, Public Health and Leisure
Working Together in Neighbourhoods	
Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
List of Appendices:	Appendix 1 – Working Together in Neighbourhoods presentation
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Josefa Baylon Head of Neighbourhoods and Integration, Brent ICP j.baylon@nhs.net Dan Shurlock Head of Place Leadership, Brent Council Daniel.shurlock@brent.gov.uk

1.0 Executive Summary

1.1. This paper provides an update on progress and next steps in developing a coordinated approach to neighbourhood working between Brent Council and the ICP (Integrated Care Partnership). Specifically, this report includes updates on:

- The context for neighbourhood working including the NHS 10-year plan and the ambition to shift towards a neighbourhood health model
- Progress made in neighbourhood working through the Harlesden Neighbourhood Prevention Team (part of the Radical Place Leadership work), Health Integrated Neighbourhood Teams (INTs) and Brent Health Matters (BHM)
- Planned next steps for programme integration and scaling to deliver improved health and wellbeing outcomes for residents and communities

1.2 An update on INTs and RPL was previously provided to the Health and Wellbeing Board in April 2025, with a series of actions emerging from that meeting. A summary of these actions and respective updates can be found at the back of Appendix 1.

2.0 Recommendation(s)

2.1 The Board is asked to:

- i. Note and provide comment on the progress made to date.
- ii. Consider and confirm the strategic direction to develop and deliver a single “Working Together in Neighbourhoods” approach that fully aligns the plans and resources of INTs, Radical Place Leadership and Brent Health Matters, to deliver improved health and wellbeing outcomes for residents and communities.
- iii. Highlight any specific elements for prioritisation in the development and delivery of the “Working Together in Neighbourhoods” approach.
- iv. Agree that a further update on progress and the latest national context comes to the Health and Wellbeing Board on 1 April 2026 as part of its oversight role for developing the neighbourhood health approach and plans.

3.0 Contribution to Borough Plan Priorities & Strategic Context

3.1 Work across the RPL, INTs and Brent Health Matters (BHM) programmes cuts across many themes within the Borough Plan, including supporting:

- A healthier Brent
- The Best Start in Life
- Thriving Communities

3.2 Work within the RPL programme is part of Brent Council’s wider *Embrace Change Portfolio*, which seeks to deliver on the [Brent Borough Plan 2023-2027](#) in a way that supports the financial sustainability of public services through stronger partnership working and a sharp focus on prevention.

3.3 The programmes also support the delivery of [Brent’s Health and Wellbeing Strategy](#) goals and tackling health inequalities.

4.0 Background

4.1 Integrated Neighbourhood Teams (INTs), Radical Place Leadership (RPL) and Brent Health Matters (BHM) are three key pieces of the jigsaw for effective joint working alongside communities in local neighbourhoods – and positive progress has been made over the last six months (see Appendix 1 for detail). This is in the wider context of the national NHS 10-year plan and its stated ambition to shift from a hospital-centric model to a neighbourhood health service and more effective prevention through partnership working.

4.2 The Integrated Care Partnership (ICP) has agreed that over the next year we will bring Brent’s current approaches together into a coherent approach to “Working Together in Neighbourhoods”.

4.3 Activities to support the integration of programmes have already commenced, through the establishment of three Task and Finish groups that have

membership from across programmes and wider partnership (including the VCFSE). These workstreams cover:

- Population Health
- Community Connectedness
- No Wrong Front Door

4.4 The ICP have established a revised Neighbourhood and Health Inequalities Executive Group (merging what were previously two groups) which - at its first meeting in February 2026 - will review the work of the Task and Finish Groups and agree next steps for implementation.

4.5 As part of the wider system governance changes following the NHS 10-year plan the HWB Board will play a key role in overseeing the further development of neighbourhood working and plans. A further item on this topic is therefore proposed for the HWB Board on 1 April 2026. By this time, we also expect to have received further national NHS planning guidance for neighbourhood health.

5.0 Stakeholder and ward member consultation and engagement

5.1 Since the previous HWB item a briefing on Radical Place Leadership was held with ward members in May 2025. Further engagement with ward members is ongoing and a consolidated update to members on this approach will be provided following this Health and Wellbeing Board.

5.0 Financial Considerations

5.1 There are no direct financial implications arising from this paper. However, the direction of travel set out is critical to ensure maximum impact and value from our overall investments into neighbourhood-based support and action to address health inequalities.

5.2 Budgets across the system are constrained, meaning that a more joined-up approach is crucial, particularly in developing more effective preventative support alongside communities.

6.0 Legal Considerations

6.1 There are no legal considerations currently.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Any change to service provision for any of the transformation work being proposed would require an Equality and Health Inequalities Impact Assessment (EHIA) and Quality Impact Assessment (QIA).

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change and environmental implications currently.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are no human resources/ property implications currently. Although note the plans to support workforce development as part of the neighbourhood working approach, including opportunities for co-location.

10.0 Communication Considerations

- 10.1 Communication, engagement and co-production with partners and a wide range of stakeholders is ongoing.

Report sign off:

Rachel Crossley

Corporate Director of Service Reform and Strategy

Rachel.Crossley@Brent.gov.uk

Dr Rammya Mathew

Borough Medical Director - Brent

rammya.mathew@nhs.net