



Brent



West and North London

Brent Health and Wellbeing Board
30 July 2026

**Report from Head of Place
Leadership**

**Neighbourhood Health - National Guidance and Brent's
approach to "Working in Neighbourhoods"**

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix A – Briefing Slides on NHS Neighbourhood Health Framework
Background Papers:	
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1.0 Executive Summary

This report:

- 1.1. Sets out the goals and expectations of the NHS Neighbourhood Health Framework and how it will be delivered as part of Brent's overall approach to "Working in Neighbourhoods" (WIN).
- 1.2. Highlights progress to date in neighbourhood working in Brent.
- 1.3. Outlines the role of the Health and Wellbeing Board in shaping, overseeing and championing neighbourhood working.
- 1.4. Provides an overview of timelines and next steps.

2.0 Recommendation(s)

2.1 The Board is asked to:

- a. Note and confirm the role and responsibilities of the Health and Wellbeing Board in overseeing the delivery of the NHS Neighbourhood Health Framework (as a component of Brent's overall Working in Neighbourhoods approach) and the development of local neighbourhood action plans (Appendix A, slide 9).
- b. Note the current position on Brent's neighbourhood geographies (Appendix A, slides 10-11) and timelines for development of neighbourhood action plans (slide 16).
- c. Note progress in developing the Working in Neighbourhoods approach since the last update to the Health and Wellbeing Board in January 2026, including the key enabling workstreams (slides 13-15).

3.0 Contribution to Borough Plan Priorities & Strategic Context

- 3.1 The NHS Neighbourhood Health Framework and wider Working in Neighbourhoods (WIN) Programme directly support the delivery of Brent's Borough Plan by strengthening partnership working across health, local government, voluntary, community, faith and social enterprise (VCFSE) organisations and local communities to improve health outcomes and reduce inequalities.
- 3.2 It contributes to several of the Borough Plan priorities, including:
 - **A Healthier Brent:** by shifting care towards prevention, early intervention and proactive neighbourhood-based support, enabling residents to remain healthier and more independent for longer.
 - **The Best Start in Life:** through the continued development of Child Health Hubs, integration with Family Wellbeing Centres and coordinated support for children, young people and families.

- **Thriving Communities:** by strengthening community capacity, improving access to local services, increasing resident participation and addressing the wider social determinants of health through integrated, place-based partnership working.
- 3.3 The WIN programme also supports co-ordinated delivery across a number of wider strategic priorities and policies, including:
- **Brent Joint Health and Wellbeing Strategy**, through its focus on prevention, reducing health inequalities and partnership working.
 - **Brent Joint Strategic Needs Assessment (JSNA)**, by using population health intelligence to identify local priorities and inform neighbourhood action plans.
 - **NHS 10-Year Health Plan**, supporting the three strategic shifts from hospital to community, treatment to prevention, and analogue to digital.
 - **NHS Neighbourhood Health Framework**, which establishes neighbourhood working as the operating model for integrated health and care and identifies Health and Wellbeing Boards as key partners in neighbourhood development.
- 3.4 The proposals within this report therefore align both local and national policy objectives by supporting the development of Integrated Neighbourhood Teams (INTs), neighbourhood action plans and the governance arrangements required to deliver neighbourhood health across Brent.

4.0 Background

- 4.1 Neighbourhood working is recognised nationally as the principal delivery model for improving population health, reducing inequalities and providing more integrated care.
- 4.2 The NHS Neighbourhood Health Framework forms a central part of the NHS 10-Year Plan and sets out a shift from hospital to community, treatment to prevention and analogue to digital services. It aims to bring together health, local government, voluntary and community partners to provide coordinated, person-centred support closer to home, recognising that health and wellbeing are shaped by wider social determinants. In Brent, the framework is being delivered through the Working in Neighbourhoods programme, using population health data, integrated neighbourhood teams and community insight to reduce inequalities, improve access and outcomes, and support residents to remain healthy and independent for longer.
- 4.3 For NHS services specifically, it will change how key services are funded, contracted, organised and delivered, including emerging Single Neighbourhood, Multi-Neighbourhood and Integrated Health Organisation contracting models (currently being consulted on). It also signals an intention to shift resources and activity from acute hospital care into neighbourhood-based prevention and community services, bringing care closer to home. There is an expected 1% “left-shift” from acute services to enable this to happen.

4.4 Brent has already established strong foundations through the Working in Neighbourhoods programme. This includes:

- establishment of neighbourhood leadership arrangements;
- early development of draft neighbourhood action plans;
- introduction of Community Support and Prevention team (Harlesden)
- launch of Child Health Hubs;
- neighbourhood population health dashboards;
- digital improvements including the Universal Care Plan and London Care Record;
- continued development of neighbourhood workforce, estates and organisational development programmes.

4.5 Harlesden has been established as Brent's neighbourhood test-and-learn site, where partners are trialling new approaches to integrated multidisciplinary working, with a focus on community support and prevention. The learning developed from Harlesden will inform the wider roll-out of the model across other Brent neighbourhoods.

4.6 Alongside neighbourhood delivery, work has commenced to review Brent's neighbourhood geographical footprints. In line with national guidance, the Health and Wellbeing Board is recognised as the appropriate strategic forum to oversee this process, ensuring neighbourhood boundaries align with local population need, wider public service reform and national expectations.

4.7 A phased decision-making process is proposed during Summer and Autumn 2026, culminating in formal Board approval of neighbourhood geographies alongside emerging neighbourhood action plans.

5.0 Stakeholder and ward member consultation and engagement

5.1 As the WIN Programme develops, we will continue to engage with relevant ward members to ensure that they have the opportunity to support in shaping the services delivered in their wards.

5.2 Briefings with relevant ward members, including invites to visit and observe neighbourhood working in practice will be scheduled over the coming months.

6.0 Financial Considerations

6.1 There are no direct financial implications arising from this report.

6.2 Implementation of neighbourhood action plans will utilise both existing organisational resources and additional investments through business cases. For example, business cases will be developed over the next two years to the West and North London Integrated Care Board (ICB) to draw funding into Brent as part of the "1% shift" of NHS resources from acute spend into neighbourhood level prevention.

- 6.3 More broadly, the Working in Neighbourhoods programme seeks to maximise all existing and future investments through greater integration, partnership working and alignment of resources across organisations.

7.0 Legal Considerations

- 7.1 There are no direct legal implications arising from the recommendations within this report.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

- 8.1 Reducing health inequalities is a core objective of the Working in Neighbourhoods programme.
- 8.2 Neighbourhood action plans are informed by population health intelligence, the Brent JSNA and resident insight to ensure resources are targeted towards communities experiencing the greatest inequalities.
- 8.3 The programme adopts a place-based approach that aims to improve access to services, strengthen prevention and address the wider determinants of health through collaborative working across organisations and communities.
- 8.4 Equality considerations will continue to be incorporated into future neighbourhood delivery and service redesign.

9.0 Climate Change and Environmental Considerations

- 9.1 Neighbourhood working supports more local delivery of services, reducing unnecessary travel for residents and enabling greater use of community-based facilities.
- 9.2 Co-location of services and increased digital working are expected to improve operational efficiency whilst contributing to wider sustainability objectives.

10.0 Human Resources/Property Considerations

- 10.1 Delivery of the Working in Neighbourhoods programme is supported through ongoing workforce and organisational development alongside strategic estates planning. Any specific staffing changes are and will be managed through the appropriate organisation's change policies and processes.

Current work includes development of neighbourhood workforce plans, leadership development, co-location opportunities and progression of Neighbourhood Health Centre proposals.

No immediate Human Resources or property decisions are required as part of this report.

11.0 Communication Considerations

- 11.1 A coordinated communication and engagement approach will continue to support implementation of the Working in Neighbourhoods programme.

This includes:

- engagement with residents and communities;
- communication with system partners;
- updates through Health and Wellbeing Board governance;
- sharing learning from neighbourhood delivery;
- supporting consistent messaging regarding neighbourhood health across Brent.

11.2 Future communications will accompany the confirmation of neighbourhood geographies and development and delivery of neighbourhood action plans.

Report sign off:

Rachel Crossley

Corporate Director, Service Reform and Strategy, Brent Council