

 Brent  West and North London	Brent Health and Wellbeing Board 17 September 2026
	Report from the West and North London Integrated Care Board (WNL ICB)
West and North London 10-Year Strategy	

Wards Affected:	All Brent
Key or Non-Key Decision:	Not applicable
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 1 – Presentation: WNL 10-Year Strategy
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report introduces the emerging West and North London (WNL) 10-Year Strategy and seeks the Health and Wellbeing Board's views on how the proposed strategic direction should be translated into local priorities, partnerships and delivery plans. The strategy has been developed following the creation of the new WNL Integrated Care Board and aims to improve population health outcomes, reduce inequalities and make better use of the £12bn health and care budget.
- 1.2 This report is presented for discussion and strategic input. Feedback from the Board will help ensure that the final West and North London 10-Year Strategy reflects local priorities, supports delivery at borough level and contributes to improving outcomes for residents across the system.

2.0 Recommendation(s)

- 2.1 The Health and Wellbeing Board is asked to:

- i) **Note** the emerging West and North London 10-Year Strategy and its proposed direction of travel.
- ii) **Consider whether the emerging priorities align with local needs**, including:
 - JSNA findings;
 - local health inequalities;
 - prevention priorities; and
 - wider determinants of health.
- iii) **Identify where shared delivery is most important locally**, particularly in relation to:
 - neighbourhood health;
 - children and young people;
 - mental health;
 - prevention; and
 - reducing inequalities.
- iv) **Advise on actions, dependencies and enablers** required to support implementation within the borough.
- v) **Highlight any risks, gaps or local considerations** that should inform the final strategy.
- vi) **Agree that Board feedback should be shared with the ICB** to inform further development of the strategy and associated delivery plans.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan Priority – A Healthier Brent

3.2 Background

3.2.1 West and North London serves approximately 4.5 million residents across 13 boroughs and faces significant challenges, including widening health inequalities, increasing demand for services, rising public expectations and growing financial pressures. The strategy proposes a long-term shift towards prevention, earlier intervention, neighbourhood-based care and targeted action to reduce inequalities.

3.2.2 The emerging strategy is built around three interconnected aims:

- Improving health outcomes and reducing inequalities.

- Reducing pressure on health and care services.
 - Making the best use of available resources.
- 3.3.3 The strategy proposes a stronger focus on prevention, integrated neighbourhood working, community-based support, co-production with residents and commissioning based on outcomes and value.
- 3.2.4 Emerging population priorities include:
- Early years and family support.
 - Children and young people.
 - Adults living with serious mental illness.
 - People at risk of, or living with, long-term conditions.
 - Adults with complex health and social needs.
 - Healthy ageing and end-of-life care.

4.0 Strategic Implications

4.1 Population Health and Health Inequalities

- 4.1.1 The strategy places equity at the centre of its approach, recognising the significant variation in outcomes experienced across West and North London communities. The proposed direction is to target action and resources where need is greatest and embed equity as a core design principle rather than a standalone programme.

4.2 Prevention and Early Intervention

- 4.2.1 A major shift is proposed from reactive care towards prevention, earlier intervention and proactive support. This has implications for partnership working across health services, local government, public health, education, housing and the voluntary and community sector.

4.3 Neighbourhood Health and Integration

- 4.3.1 The strategy proposes strengthening integrated neighbourhood models with primary care, community services and mental health services at their core. This will require stronger collaboration between NHS organisations, local authorities, place partnerships and community organisations to improve outcomes and provide more coordinated care.

4.4 Financial Sustainability

- 4.4.1 The evidence presented suggests that an increasing proportion of resources is being absorbed by hospital and crisis care, limiting investment in prevention and community-based services. The strategy seeks to improve value and sustainability through earlier intervention and more effective use of resources.

4.5 Role of the Health and Wellbeing Board

4.5.1 The presentation highlights a key role for Health and Wellbeing Boards in:

- Anchoring the strategy in borough priorities and JSNAs.
- Aligning shared delivery across partners.
- Defining local commitments, actions and ownership.
- Providing a clear route for feedback into the ICB.

5.0 Stakeholder and ward member consultation and engagement

4.1 Details on consultation and engagement with stakeholders and members is included in the main body of the report and presentation.

5.0 Financial Considerations

5.1 Detailed in the main body of the report.

6.0 Legal Considerations

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

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Detailed in the main body of the report.

8.0 Climate Change and Environmental Considerations

8.1 There are no direct environmental sustainability implications.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 Not applicable.

10.0 Communication Considerations

10.1 Detailed in the main body of the report.

Report sign off:

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