



Brent Integrated Care Partnership  
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Website: [www.brentICP.nhs.net](http://www.brentICP.nhs.net)

Date: 7<sup>th</sup> September 2026

Dear colleagues,

**Re: Proposed Brent neighbourhood geographies – recommendation to the Health and Wellbeing Board**

I am writing on behalf of the Brent Integrated Care Partnership (ICP) Executive to update you on the review of Brent's neighbourhood geographies and the recommendations that we will be presenting to the Brent Health and Wellbeing Board (HWB) at its public meeting on 17 September 2026.

There will be further details in the formal public report when it is published in due course, but we wanted to share the headline position from the ICP Executive now, ahead of the final decision-making stage.

**Review process**

Over recent months we have been reviewing Brent's neighbourhood health footprints, considering population size and need, community identity, operational delivery, partnership alignment and future sustainability.

As you know this is an issue on which there has been ongoing debate and discussion, and with the publication of the NHS Neighbourhood Health Framework it is crucial that, as a system, we now arrive at a confirmed position in Brent as a foundation for delivery on the NHS 10-year plan and our local ambitions to tackle health inequalities.

The Chair and Vice Chair of the Health and Wellbeing Board wrote to all stakeholders and partners in July to seek evidence and views in this matter. As set out in the ICP Executive slides (dated 08/07/26) that accompanied that letter, the next step was that the ICP Health Inequalities and Neighbourhoods Executive (10/08/26) would review the evidence submitted ahead a formal report to the HWB on 17 September.

Firstly, we would like to thank all partners who contributed thoughtful evidence and views to this process, which have helped us understand the different perspectives and implications of the options considered.

## Submissions

The headline is that no single clear consensus view emerged from the submissions received, and there are strong opposing views and arguments about what the optimal configuration should be. These positions can be summarised as:

- No change – remaining with the current five neighbourhood areas as they are
- Moving the Mapesbury and Cricklewood Ward from Willesden into Kilburn
- Merging the Kilburn and Willesden Neighbourhoods (and others remaining as they are) thereby creating a four neighbourhoods model
- Splitting Wembley into three neighbourhoods (resulting in seven neighbourhoods, if no other changes)

Given the lack of clear consensus, and to help move towards a conclusion, the Health Inequalities and Neighbourhoods Executive resolved to make a clear recommendation on a preferred option to the ICP Executive, in order that it could subsequently confirm its recommendation to the Health and Wellbeing Board.

## Recommendation from the ICP Executive

Following consideration of the submissions on 02/09/26 the ICP Executive will be recommending to the Health and Wellbeing Board that Brent moves to a four-neighbourhood model.

This would see the existing Kilburn and Willesden neighbourhoods merged, with the current configurations for Harlesden, Kingsbury & Kenton and Wembley remaining unchanged. The proposed neighbourhoods would therefore be:

| Neighbourhood area  | Wards                                                                                              | Population | GP registered pop |
|---------------------|----------------------------------------------------------------------------------------------------|------------|-------------------|
| Harlesden           | Harlesden & Kensal Green, Roundwood, Stonebridge.                                                  | 56,965     | 83,455            |
| Kilburn & Willesden | Kilburn, Queen's Park, Brondesbury Park, Willesden Green, Dollis Hill, Cricklewood & Mapesbury.    | 102,700    | 111,809           |
| Kingsbury & Kenton  | Kenton, Queensbury, Kingsbury, Barnhill, Welsh Harp.                                               | 75,663     | 89,538            |
| Wembley             | Northwick Park, Sudbury, Wembley Central, Alperton, Preston, Wembley Hill, Wembley Park, Tokyngton | 104,487    | 249,046           |

This four-neighbourhood model is considered to provide the strongest balance. It would:

- address the longstanding issue around the Cricklewood & Mapesbury Ward and its established primary care relationships with Kilburn (noting that there will be support provided to quickly establish new leadership and representation arrangements in the newly merged area).
- reduce organisational, governance and provider interfaces for borough-wide, community and specialist services.

- support greater leadership resilience and workforce flexibility.
- avoid creating additional neighbourhood structures which could spread limited workforce and resources across a greater number of footprints; and
- avoid significant levels of change to current arrangements

We recognise that larger neighbourhood footprints contain distinct communities and patterns of need. The proposed model would therefore retain flexibility for locality and community-level delivery within neighbourhoods, ensuring services can continue to respond to local needs and maintain resident voice and community identity.

The ICP Executive will also be recommending that:

- If the recommended four neighbourhoods model is not agreed, Brent should continue with the current five neighbourhoods configuration unchanged.
- No other alternative changes or options are recommended.

### **Next steps**

These recommendations from the ICP Executive will be made to the Brent Health and Wellbeing Board at its meeting on 17 September 2026 for their consideration.

Details of the Health and Wellbeing Board, including membership, reports, meeting protocols and representations, can be accessed here:

<https://democracy.brent.gov.uk/mgCommitteeDetails.aspx?ID=365>

<https://www.brent.gov.uk/the-council-and-democracy/council-meetings-and-decision-making/take-part-in-a-meeting>

Please also note that all the evidence submissions made have been shared in original form directly with Health and Wellbeing Members to support their decision making. The formal public report will refer to the full range of options proposed and their key points, but it will not include the full submissions in original form given they were not requested with an explicit expectation of being published in this way.

We recognise that this has been and is a difficult issue to resolve given the different views and perspectives. The recommendations the ICP Executive and the final decision of the HWB will impact all partners and we are committed to working through the implications constructively together.

Thank you again for your input on this issue.

Yours sincerely,

Robyn Doran

In capacity as Co-Chair, Brent Integrated Care Partnership Executive

Director of Transformation and Brent ICP Director, Central and North West London NHS Foundation Trust