

Theme 1 - Putting communities at the heart of everything					
Deliverable	Expected impact	Success measure	Responsible owner	Timeframe	Progress update
Commitment: Listen and learn from community conversations					
Implement training (by existing academic partners) for delegated representatives in best practice methods of gathering and interpreting qualitative data from community engagement, including using participatory research methods.	A Board that optimises its use of qualitative data as community insight and evaluation in order to understand the views of local residents and communities and adapt work of the board accordingly	No of participants in qualitative research methods	Adults and PH, Ealing Council - Maddy GW and Vaish Madden	Yr 1-2	<ul style="list-style-type: none"> Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. Such training is built into the proposed work plan for the council and VCFS.
Grow the peer researcher programme from 10 to 50 community members trained in participatory research methods and establish a process to request and resource community research	To be able to more easily and effectively conduct community embedded research on the impact of HWBB work	No of trained peer researchers	Adults and PH, Ealing Council, via the Living Roots Project. Maddy GW	Yr1-3	<ul style="list-style-type: none"> Secured 30K from 2022-2023 NWL Inequalities money - Scoping procurement of The Young Foundation, Voices of Colour and IDS to deliver more peer researchers and some advanced training. Links to locality hub work for council and community champion programme evaluation are possible and currently being explored. Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. Such training is built into the proposed work plan for the council and VCFS. Bid proposal incorporated workstream to develop participatory action research infrastructure for the council, embedding a culture of PAR into health equity work in Ealing.
Embed, support, and promote the Council's Community Champions Programme, BBP Ealing Residents Forum, the Council's Seven towns' fora and the new multi-faith forum as key social infrastructure across the wider partnership.	A Board that understands and responds to the needs of local residents and communities, and invests in community structures to help empower residents to affect change for health	No of times HWB member organisations engage (in attendance or provision of input) with Community Champions, Residents	Strategy and Change, Ealing Council; BBP Integrated Care Comm and comm engagement group - Carol Sam	Yr1-2	<ul style="list-style-type: none"> Planned presentations to the BBP Integrated Care Comm and Comm engagement in November and to HWBB in Jan/March 2024 to showcase the purpose of these social and CE infrastructures. Discussed at the BBP Integrated Care Comm and Comm engagement in November. This group is now functioning as a strategic coordination group on behalf of the HWBB/BBP for community engagement infrastructure, opportunities and events and for

		Forum, 7 towns fora, and multi-faith forum. Residents survey to monitor change in residents' perception of CE by the HWB.			<p>sharing best practice in cocreation/coproduction with communities.</p> <ul style="list-style-type: none"> This group is planning a PowerPoint to HWBB in Jan-March 2024 to showcase: <ul style="list-style-type: none"> Community Champions Programme Your Voice Your Town and the creation of the 7 towns fora Multi-faith forum Ealing BBP residents' forum
Consider a shared community charter for best practice in community engagement activity	A higher quality, more consistent and meaningful interaction with local communities	Discussion of a Community Charter at HWB level had and a plan for taking work forward.	Strategy and Change, Ealing Council; Carol Sam	Yr1-2	<ul style="list-style-type: none"> Forming the co-design infrastructure to provide the thematic framework to help shape the discovery phase (engagement) is now underway. Established a Community Engagement Advisory Group comprised of community leaders/influencers from each of the seven towns, as well as representation from the EHCVS, has been formed to lead on the co-design of the charter Terms of Reference for group will be signed off mid-December Discovery Phase (engagement) to be designed in January 2024 Engagement exercise to be launched in February 2024
Explore the building of a shared accessible data platform that gathers, shows and monitors health and wellbeing and inequalities data at the 7 towns level including both quantitative and qualitative data, the Core 20 Plus 5 database and interactive JSNA data.	A more coordinated, effective and meaningful approach to engagement with local communities, capitalising on rich whole system insight and mitigating against community consultation fatigue.	Data platform developed and in use	BBP, through PHI working group - Maddy GW, Anna Bryden, Rajiv Alhawat, Kam Panesar	Yr1-3	<ul style="list-style-type: none"> Taken this forward as part of the NIHR EBBHRC bid that was successfully obtained. Includes the 7 Towns Profile database Fortnightly BBP Data and Intelligence group now established to take forward this action. Exploration underway: <ul style="list-style-type: none"> Gathering a list of indicators/data sets which may be useful for this platform. Reviewing Ealing Data as best platform. Building on the 7 Towns Profile database created for APHR 2023. This data platform may be developed further as part of the NIHR Health Determinants Research Collaboration bid for Ealing Council.

<p>Build on recent community conversation work about health-related topics with smaller VCFS groups, for example the INSPIRE funded workshops held by HADEA and GOSAD</p>	<p>Improved culture of continued conversation from small, funded community projects</p>	<p>Follow on engagement activity from two events with HADEA and GOSAD</p>	<p>Adults and PH, Ealing Council, BBP Integrated care comms and comm engagement group Anna Bryden, Rajwinder Hira, and Gurpreet Rana</p>	<p>Yr1-2</p>	<ul style="list-style-type: none"> • NWL Inequalities fund for 2023-2024 - Targeted engagement and coproduction on health inequalities, specifically for/with Black communities in Ealing as per REC demands • PH inequalities fund also supporting VCFS network working with different smaller ethnic communities - EHCVS 90K Gurpreet Rana. • MH engagement with Polish men and suicide and MH amongst black young adults including suicide prevention workshops with community members. • PH inequalities fund 20K for culturally competent comms resources on MH.
<p>Explore and identify resource options to undertake focused pieces of work to better understand health outcomes and inequalities in the diverse communities in Ealing, in particular Black Caribbean communities, and within South Asian communities.</p>	<p>That work can start to help the board better understand the key inequalities faced by communities identifying within these broad categories of ethnicity</p>	<p>Resource secured and a high-level plan developed for work to better understand the key inequalities faced by these communities</p>	<p>Adults and PH, Ealing Council, through PHI working group of BBP Anna Bryden (+Zainab Shather)</p>	<p>Yr1-2</p>	<ul style="list-style-type: none"> • NWL Inequalities fund for 2023-2024 - Targeted engagement and coproduction on health inequalities, specifically for/with Black communities in Ealing as per REC demands (new CPH and CE BBP role working together) • Race and Health JSNA chapter • New posts - CPH, Analysts and CE BBP post
<p>Commitment: Harness our collective resource to enhance the power of the voluntary, community and faith sector</p>					
<p>Promote the Do Something Good website to broader strategic partners including businesses and local anchor institutions to support VCFS volunteering and other projects with funding and training opportunities</p>	<p>Better engagement and investment from local businesses and anchor institutions including the HWB member organisations with local volunteering opportunities</p>	<p>Greater awareness of the website, volunteering opportunities and promotion of initiatives by businesses and local anchor institutions.</p>	<p>Strategy and Change, Ealing Council; Carol Sam</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Great progress has been made on developing DSG. • Provide LBE internal services and statutory partners with lunch and learn demo sessions. • Provide businesses with opportunities to engage third sector organisations for social value, CSR and corporate volunteering opportunities. • Host microsites and branded pages for both council and strategic partners engagement activity.

<p>Explore/map existing opportunities for training and skills building in the VCFS, including online resources and training e.g., budget management, leadership training, building consortia and writing partnership bids, communications work etc..., coaching, and a community skills exchange programme, proportionate to need</p>	<p>Better understanding of existing and future opportunities for training and skills development support to and within the VCFS</p>	<p>Map of existing opportunities and knowledge of gaps to sector to inform plan in Yr2-5</p>	<p>Strategy and Change, Ealing Council with BBP and VCFS; Jackie Pinney</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Exploring whether this could be covered through the new EHCVS contract. • PH inequalities fund also supports VCFS network working with different smaller ethnic communities. • To consider whether Community Support Matrix work is needed to evidence where the unmet need is (e.g., Work and Learn, VCFS, the BBP, and wider local strategic partners e.g., businesses, HEIs etc)
<p>Explore structures to support and encourage collaborative working with and between the VCFS including sharing best practice and innovation for tackling inequalities</p>	<p>Closer collaborative working with a range of diverse VCFS partners and between VCFS organisations, greater willing and capacity to form coalitions and work more closely together</p>	<p>Structure explored and planned for implementing Yr 2 onwards</p>	<p>Strategy and Change, Ealing Council Jackie Pinney</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Possibly through the new EHCVS contract- EHCVS are now members of the HWBB and the PHI working group. • PH inequalities fund also supporting VCFS network working with different smaller ethnic communities - EHCVS 90K Gurpreet Rana. • To consider whether Community Support Matrix work is needed to evidence where the unmet need is.
<p>Explore opportunities for a Community Access Guarantee across local strategic partners allowing for a more comprehensive and equitable approach to community access to collective estate</p>	<p>More knowledge of and effective use of available community spaces by VCFS and community groups for health creation activities</p>	<p>Number of community spaces allocated and promoted to communities for use. Number of community spaces accessed through this guarantee scheme</p>	<p>Economy and Sustainability, Ealing Council Jessica Tamayao</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • As part of the new Land and property Strategy, the council are working to create a new Community Access Guarantee that will include a more comprehensive and equitable approach to community access and use of new council and land buildings. The intention is to produce an ‘easy to navigate’ online solution that will include all available council spaces and those of key partners, improving the visibility of Ealing’s community spaces to residents. • The Council has begun discussions with local community network to obtain an understanding of demand and needs across the borough, which will feed into the creation of a Community Access Guarantee. • The Council’s website has been updated to include a section covering Council owned community spaces and key partner community spaces across the borough to improve the visibility of community spaces

					to residents. The Council plans to further add to this section in the future
Commitment: Develop new models for working with our local communities					
Consider broader membership of the Council's emerging Community of Practice on community engagement to HWB member organisations	Knowledge and use of best practice community engagement approaches for system wide work on building blocks of health and wellbeing	NHS colleagues attend Communities of Practice meetings to share experience and vice versa.	Strategy and Change, Ealing Council, Rob Comber/Carol Sam	Yr2-5	<ul style="list-style-type: none"> Community of Practice for engagement was launched in May with the first meeting taking place on 3rd June 2023 First session attended by 35 officers, and was followed up by survey, outcome of survey used to set priorities for future agenda 2nd Session 7th June 2023 with external training – Power, Privilege and Equity delivered by Ritika Wadwa Currently the CoP is made up internal Ealing officers, with one external from NHS attending Next CoP to take place in late Jan 2024 with support from Change and Transformation
Explore resource options for training of key representatives in best practice methods of coproduction and community engagement.	Knowledge and use of best practice community engagement approaches for system wide work on building blocks of health and wellbeing	Resource secured for training events ready for implementation	Strategy and Change and BBP Rob Comber/Carol Sam/Dilo Lalande	Yr 1-2	<ul style="list-style-type: none"> Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. Such training is built into the proposed work plan for the council and VCFS. Methods of best practice coproduction and community engagement may be shared as part of building a participatory action research infrastructure for Ealing. Aiming to gather qualitative insights rather than engagement and co-creating work as part of this activity. Delivered Service Design training to a representative group of residents in Northolt. Residents have gained participatory and qualitative research skills, and co-design skills to help solve local problems. Developing a post 15 programme to train local students in Service Design methods and practices.

<p>Explore opportunities for linking different aspects of community-based support (involving front line workers and volunteers e.g. SPLWs, community champions, peer researchers, LGS, VCFS etc..)</p>	<p>More joined up and supported elements of social infrastructure, such that there is greater opportunity for shared learning, support and collaborative working</p>	<p>New and improved mechanisms in place for more joined up community based support and social infrastructure</p>	<p>Strategy and Change and BBP PHI working group Maddy GW</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Promoting the community champions programme to these other groups. • Community Connection grant - stage 3 fund - waiting outcome. • Considering annual community focused event or mentoring scheme.
<p>Explore the learning from social movement Lets Go Southall as a model for community led social change for health across the whole borough</p>	<p>Better understanding of resource implications, benefit and limitations of expanding the LGS model for community led social change across the borough</p>	<p>An options paper for proposed scale up of LGS model for social change across the borough</p>	<p>Strategy and Change and BBP - Amanda Askham</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Some emerging evidence of impact.
<p>Explore options and identify funding opportunities for engaging with communities on concepts of health equity/justice, the building blocks of health and health 'assets', in order to develop a shared understanding of concepts in the strategy for future coproduction work on action plans for Yr2-5.</p>	<p>Board will have a plan re: how best to engage communities in conversation re: the building blocks of health, equity, and assets so that these concepts are widely understood</p>	<p>A shared plan for community engagement activity on the building blocks of health, health assets, and equity</p>	<p>Adults and PH, Ealing Council Maddy GW and Vaish Madden</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Workshop in July with approx. 20 community leaders on the HWBS implementation – report now available. Needs to be build upon for action plans for years 2-5. • Exploring support from Frameworks UK. • Business case for funding from BBP under development
<p>Identify resource to establish a network to connect ethnic minority Voluntary Community Sector (VCS) groups and faith communities through which targeted funding advice and intensive capacity-building support can be provided.</p>	<p>Improved community participation, co-production, and capacity building with minoritised community groups currently affected by significant health and other inequalities</p>	<p>Resource identified and network establishment begun, ready to implement training and capacity building support for Yr 2.</p>	<p>Strategy and Change, Ealing Council Carol Sam and Gurpreet Rana</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • PH inequalities fund supporting VCFS network working with different smaller ethnic communities - EHCVS 90K Gurpreet Rana. • In partnership between Equalities and Engagement team and EHCVS, they are establishing a network to connect Black Asian and Minority Ethnic Voluntary Community Sector (VCS) groups and faith communities in Ealing, to provide intensive capacity-building support and build long-term community strength.

<p>Continue the ‘discovery phase’ of ‘family hubs’ work, connecting it with the wider context of the existing children centre/community offer.</p>	<p>Progress towards a family hub model of integrated support to families</p>	<p>Foundations for family hub models of support developed and in place</p>	<p>Childrens, Ealing Council, Vaish Madden</p>	<p>Yr 1-3</p>	<ul style="list-style-type: none"> • This includes qualitative research with families in Ealing, and workshops with frontline staff, in order to inform and co-produce with children, young people, families and communities– a placed-based model of integrated prevention and early help services, in line with council developments towards a ‘7 town’s approach’
<p>Explore resource options for the co-development of systems and structures to improve the learning and research culture of the board and develop as research active</p>	<p>Better understanding of scope of work that we could do as a partnership to improve learning and research culture</p>	<p>Resources identified for building the research capacity and infrastructure of HWB member organisations</p>	<p>Adults and PH/Strategy and Change Maddy GW and Vaish Madden</p>	<p>Yr1-3</p>	<ul style="list-style-type: none"> • Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. This programme of work will be transformative for the council’s learning culture and ability to do research on the building blocks of health, and use evidence for decision making. The HWBB is part of the proposed governance structure for this collaboration. • Evaluation framework agreed, evidence of impact to be considered by senior leadership team in December 2023. • Learning form LGS and other social movement models will be used as part of the research and evidence base for design of community led models across the borough.

<p>Theme 2 - Systems and structures that leave no one behind</p>					
<p>Vision: We will have a culture of fairness and justice, where no-one is left behind, and where we each challenge one another to be better at responding to the diverse needs of our communities at every opportunity.</p>					
<p>Deliverable</p>	<p>Expected impact</p>	<p>Success measure</p>	<p>Responsible owner</p>	<p>Timeframe</p>	<p>Evidence of progress/delivery</p>
<p>Commitment: Drive excellence in a shared equality, diversity and inclusion agenda</p>					
<p>Develop a system for board member organisations to share EDI strategies, approaches and updates including on workforce, and including an annual EDI focussed meeting of the board.</p>	<p>Improved shared and consistent best practice in the board's strategic approach to EDI</p>	<p>PHI standing agenda items on EDI (e.g., workforce) on behalf of board and partnership working begun; and an annual EDI meeting for the board in the forward plan</p>	<p>PHI working group of the BBP Anna Bryden</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Specific working group meeting on this from a workforce perspective including HR. • Aim to eventually have a HWBB paper/annual process on EDI (relating to REC demand 1 on workforce)

<p>Review and explore localised approach to protected characteristics including considering new areas such as deprivation, carers, armed forces personnel, care leavers (already adopted by Ealing Council)</p>	<p>Expanded and improved equity considerations of the board to include key groups in the community vulnerable to health inequalities through the building blocks of health</p>	<p>An agreed updated protected characteristic commitment for the work of the board</p>	<p>Strategy and Change, Ealing Council as part of BBP Amanda Askham, Anna Bryden</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Will need to discuss with legal and full ODG BBP if going to be a BBP wide action
<p>Plan for a (or series of) JSNA chapter(s) covering the health and wellbeing of key inclusion health groups</p>	<p>An improved systematic understanding of the health, and building blocks of health needs, of key marginalised groups of residents impacted by some of the most extreme inequalities.</p>	<p>Agreed chapters on inclusion health groups on JSNA forward plan</p>	<p>Adults and PH, Ealing Council, Maddy GW</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Planned on the JSNA forward plan for 2024. • New CPH and analyst resource, and new BBP analyst - Kam and JIF funding other fixed term analyst.
<p>Commitment: Make services and support meet the diverse needs of our communities</p>					
<p>Identify vulnerable migrants as one of Ealing +5 groups within the NHS' CORE 20 plus 5 frameworks for tackling health inequalities to drive programme of partnership working re: specific health and social care needs.</p>	<p>Greater awareness of the inequalities faced by vulnerable migrants, and tangible shared work plans to address the specific needs of these groups under the CORE 20 plus 5 framework.</p>	<p>Inclusion of this category in CORE 20 plus 5 framework and a consequential workplan for these groups</p>	<p>Ealing ICB - Neha Unadkat</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Held outreach events at Interim Accommodation Centre (IAC) in Sept 23 and Nov 23. 'Taking healthcare to the people' offered health checks, smoking cessation, sexual health services and vaccination
<p>Support the implementation of the SEND strategy and action plan, including a greater focus on early intervention and working towards becoming an autism friendly HWBB</p>	<p>Enhanced linkage between strategic work for SEND and HWBB work. Steps towards an autism friendly HWBB</p>	<p>Progress on steps towards becoming autism friendly HWBB</p>	<p>Childrens, Ealing Council, Vaish Madden</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Awaiting update

<p>Discuss, explore and plan ways to expand the Youth Justice System (YJS) health offer by providing more bespoke health support to vulnerable children and families e.g., SALT</p>	<p>Improved bespoke health support offer to Children, YP and families within the Youth Justice System</p>	<p>Number and type of health offers available to children and families in the YJS and feedback on access, experience and outcomes</p>	<p>Childrens, Ealing Council, Ealing ICB, Ian Jenkins, Neha Unadkat</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • NWL Inequalities funding secured for Youth Justice GP pilot (50K). GP practice identified, awaiting room conversion on site. • The Health and Wellbeing victim role has been introduced to the YJS to better support young people who are victims of crime in Ealing to offer them support. • Conversations are being had to identify how to provide SALT support into the team.
<p>Review system and process for provision of virtual GP appointments</p>	<p>GP access that better meets the diverse needs of our communities</p>	<p>Review complete and informing a plan to improve useability and completion rates of virtual GP appointments</p>	<p>Ealing ICB, Chris Jack</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Review system and process for provision of virtual GP appointments across Ealing through E-Consult • Ealing Standard set to ensure each practice is making the same core hours offer of virtual appointments • PCNs have not appointed Digital and Transformation leads to support the programmes • Encourage Ealing practices to engage with the General Practice Improvement Programme (GPIP), a national improvement programme introduced as part of the Delivery plan for recovering access to primary care- 4 practices on the programme with a further 10 which have been approached. • Monthly practice level data around usage is provided to the PCNs to demonstrate the current offer and access to virtual appointments is consistent and reflective of the needs of the population
<p>Map existing digital inclusion strategies of the board and identify resource for any gaps. In doing so consider the development of a shared digital inclusion strategy (addressing access to appropriate devices, access to efficient connectivity and affordable data, and access to opportunities to develop digital skills and confidence)</p>	<p>Improved digital inclusion for all residents in health and building blocks of health services and support</p>	<p>Resource identified for strategic work in Yr 2 onwards</p>	<p>Strategy and Change, Ealing Council, and BBP Amanda Askham, and Chair digital group for BBP.</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • NHS NW London has been leading on digital inclusion with support from Ealing’s customer service colleagues to identify the best approach. • Policy and strategy review underway with a focus on partnership strategies. Will be completed by summer 2024.

<p>Explore and identify resource options to improve qualitative and quantitative data collection by ethnicity to enable a richer and deeper understanding of inequalities in health access and outcomes in the local population</p>	<p>An improved understanding of ethnic inequalities in health access, outcomes and experience in the local population</p>	<p>Secured resource for work to improve ethnicity data in relation to health access, outcomes and experience of patients</p>	<p>BBP, through PHI working group Anna Bryden, Maddy GW, Kam Panesar, Rajiv Alhawat, Zainab Shather</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. As part of this Ealing will be exploring data integration systems for WSIC data and Ealing council data on the building blocks of health. • New posts - CPH, Analysts and CE BBP post • Race and Health JSNA chapter in progress
<p>Identify resource options to further explore ethnic inequalities within specific conditions in Ealing</p>	<p>An improved understanding of ethnic inequalities in health access, outcomes and experience in the local population</p>	<p>Secured resource for work to improve ethnicity data in relation to health access, outcomes and experience of patients</p>	<p>BBP, through PHI working group Anna Bryden and Neha Unadkat</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • NWL Inequalities fund for 2023-2024 - Targeted engagement and coproduction on health inequalities, specifically for/with Black communities in Ealing as per REC demands • Race and Health JSNA chapter in progress • New posts - CPH, Analysts and CE BBP post • As per REC health demands to consider higher prevalence of cancer, COPD, and diabetes
<p>Explore and develop a framework and toolkit for assessing the cultural competence of services</p>	<p>Better, shared and consistent approach to the assessment of cultural competence of services for the building blocks of health or health and social care services</p>	<p>A toolkit and framework being in place for use</p>	<p>BBP PHI working group: Anna Bryden, Maddy GW, Kam Panesar, Rajiv Alhawat, Zainab Shather</p>	<p>Yr 1- 2</p>	<ul style="list-style-type: none"> • Discussed at PHI working group and agreed a smaller task and finish group to take this forward. • First meeting to be established soon.
<p>Explore mechanisms for better shared learning and scaling up of community led service re-design/delivery pilots specifically tailored to groups affected most by inequality</p>	<p>Improved and shared better practice in community led service design leading to services which evaluate as meeting the diverse needs of our communities</p>	<p>Processes in place for improved shared learning - including presentation by CSDC and their local initiatives to the HWBB for consideration re: plans to scale up, etc.</p>	<p>Strategy and Change, Ealing Council - Rob Comber, and Neha Unadkat for BBP</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Successfully obtained NIHR Health Determinants Research Collaboration bid for Ealing Council. • Considering a comm led service redesign examples at PHI working group agenda, E.g., Council's community service design centre, and Autism support to Somali families. • Delivering “Human Centred Design and Agile Leadership” for Ealing Council leaders. If this is effective we will deliver the same training for local VCFS leaders. • Delivering “Community Connections” – a research project to better understand the experiences, wants, and needs of residents. The research will be used to co-design new initiatives and service models with residents.

					<ul style="list-style-type: none"> Delivering “The Future of Work” – a research project to better understand the views and opinions of residents of the ethical and responsible use of Artificial Intelligence. The research findings will be used to co-design future resident-Council interactions
<p>Explore and identify resource options to undertake a data deep dive of inequalities in health outcomes for children – specifically mental health and immunisations</p>	<p>An improved understanding of inequalities in health access, outcomes and experience in the local population of children</p>	<p>Secured resource for work to improve children's data in relation to health access, outcomes and experience</p>	<p>BBP, through PHI working group: Anna Bryden, Maddy GW, Kam Panesar, Rajiv Alhawat, Zainab Shather</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> Detailed on the JSNA forward plan 2024 with chapters on childhood immunisations and Mental Health. New posts - CPH, Analysts and CE BBP post.
<p>Commitment: Ensure the Health and Wellbeing Board is equipped to operate for the benefit of our diverse communities</p>					
<p>Identify resource, plan, and implement a programme of inclusive leadership development for the HWBB members as a group.</p>	<p>Improved inclusive leadership across the board's work.</p>	<p>Plan in place for inclusive leadership training of board</p>	<p>BBP ODG; Anna Bryden and Neha Unadkat</p>	<p>Yr 1-5</p>	<ul style="list-style-type: none"> HWBB review planned for winter 23/24
<p>Review and refresh the current HWBB membership to ensure best representation of the diverse communities in Ealing borough's seven towns. Ensure member organisations who are best placed to support racial and social inclusion are incorporated.</p>	<p>Improved representation of our diverse communities on the board and in the board's work to ensure diversity of perspective and voice that reflects communities in the borough</p>	<p>If membership of the board is more representative of and has stronger links with the ethnic and cultural diversity in Ealing's communities</p>	<p>Adults and PH with Democratic services, Ealing Council, Anna Bryden</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> HWBB review planned for winter 23/24
<p>Explore opportunities for the HWBB to participate in an LGA Health and Wellbeing peer challenge process/offer</p>	<p>Identification of discrete ways to improve the board's inclusive practice</p>	<p>Secured an LGA Health and Wellbeing peer challenge date</p>	<p>Strategy and Change and Democratic services, Ealing Council Amanda Askham and Sam Bailey</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> HWBB review planned for winter 23/24 In early stages of considering whether an external LGA peer challenge with a focus on Health and Wellbeing or an internal desktop review is more appropriate.

<p>Establish a more consistent and supported approach to service user and carer representation and mechanisms for codesign for the partnership boards. To include looking at sharing the chair role across organisations involved in the partnership, and service users/experts by experience, and expanding the general membership of the boards to ensure stronger and more diverse representation from experts by experience and carers.</p>	<p>Improved effectiveness, inclusiveness and competency of the partnership boards in shaping strategy, needs assessment, policy and service design to suit the diverse needs of our communities</p>	<p>Co-chair of service user/expert by experience on each board and 1-2 additional service user/experts by experience as members also. Framework in place for consistent approach to coproduction for the partnership board work.</p>	<p>Adults and Public Health, Ealing Council, Kerry Stevens</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> Partnership board review outcomes are now being put into practice Coproduction groups and community engagement effort in ASC
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Theme 3 - Connecting the building blocks of health and wellbeing

Vision: We will have a shared practice across the board and with our communities on the building blocks of health and wellbeing, and a joint understanding of our role in improving them for all in Ealing.

Deliverable	Expected impact	Success measure	Responsible owner	Timeframe	Evidence of progress/delivery
<p>Commitment: Ensure the lens of wellbeing and inequalities is applied to the ‘building blocks’</p>					
<p>Review existing and new approaches within GP practices and integrated neighbourhood teams (including social prescribing link workers) to meet the personalised building blocks of health and wellbeing needs of residents including referral pathways to e.g., fuel</p>	<p>More integrated building blocks of health support to residents through the health care access route</p>	<p>Number of referral pathways established and tested to different building blocks of health support</p>	<p>Ealing ICB through BBP - Integrated Neighbourhood Teams Steering Group Chair - Jo Manley</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> Ongoing discussion on how to progress this as a group. To consider self-referrals or wider referral routes in system.

<p>poverty, housing quality, welfare assistance and employment and skills offers etc..</p>					
<p>Establish a process for frontline staff in the building blocks of health support and services e.g., housing and employment, to refer into health care services, including identifying resource for the provision of Making every contact count training to the aforementioned staff.</p>	<p>More integrated health care support to residents through the building blocks of health access route</p>	<p>Number of referral pathways established and tested from different building blocks of health support/services</p>	<p>Adults and Public Health Maddy GW, Economy and Sustainability TBD; Housing and Environment TBD Ealing Council; With Ealing ICS TBD</p>		<ul style="list-style-type: none"> • Nine frontline teams will be focused on to have MECC training. • Exploring a relevant group of officers and partner representatives to begin this work. • To consider how it fits into the housing strategy as well as other strategies e.g., workforce strategy
<p>Scope opportunities and funding for creative wellbeing projects building connection between arts and culture assets in the seven towns and health and wellbeing services and support</p>	<p>Increased use of creative arts for greater health equity</p>	<p>Plans in place and funding secured for creative wellbeing projects</p>	<p>Economy and Sustainability, Ealing Council - Chris Bunting</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • This work aligns with Ealing’s Manifesto for Creative Change 2023 • Young people's bid for mental health - 121,000 creative minds PH inequalities fund.
<p>Explore work with Ealing Parks Foundation to support improved park awareness, accessibility, use of and positive experience by residents as a health creating initiative, including culturally competent marketing etc..</p>	<p>Better offer to residents for health creating activity within Ealing’s parks</p>	<p>Decision to go ahead with park improvements completed and plan in place for work to follow in Yr2-5</p>	<p>Economy and Sustainability, Ealing Council - Chris Bunting</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Use the council's wide social infrastructure. • Potential to use canal and waterways trust money

<p>Map and build on the implementation of MHFA training for collective key frontline staff of HWBB member organisations and local strategic partners, particularly those working on the building blocks of health e.g., housing hub officers, fire officers, university employees - consider train the trainer models and/or in house capacity to train.</p>	<p>Greater mental health first aid support to Ealing residents through a wider range of system and support contact points</p>	<p>Number of key frontline staff trained in MHFA.</p> <p>CYP Emotional Wellbeing and MH resilience - for frontline staff working with CYP</p>	<p>BBP - (chair - Jo Manley) and Mental Health and Suicide Prevention Partnership Board - Rajwinder (Kerry Stevens as chair); L&D teams for HWBB member orgs</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Workforce strategies for both council and NHS • Policy and strategy review underway with a focus on partnership strategies. Will be completed by summer 2024.
<p>Scope work with Healthy Urban Development Unit (HUDU) London and other local authorities in London to develop and adopt a new, joint equity, environment and health impact assessment tool, with a focus on opportunities for health creation through Planning and Development</p>	<p>To optimise the opportunity for healthy, equitable and sustainable planning and development in the borough</p>	<p>Clear understanding of the work to produce new health/equity/environment impact assessment tools to inform their development and plans for evaluation in Yr2-5</p>	<p>Adults and PH and Economy and Sustainability, Ealing Council; Maddy GW</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • First meeting was at the end of Oct 2023 – plans to codevelop across London over next 6-12 months • Plans for Yr2-5 would need a training offer to all relevant officers /staff across HWBB member organisations in how to implement these tools
<p>Implement a series of focussed learning events for the HWB board members, and possibly local strategic partners, on the building blocks of health and wellbeing including the evidence base and the communications toolkit</p>	<p>Improved understanding of how and why to socialise the concept of building blocks of health and wellbeing for community health gain</p>	<p>Number of completed training workshops on the building blocks of health and wellbeing</p>	<p>Adults and PH, Ealing Council; Maddy GW and Vaish Madden</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Exploring support from Frameworks UK. • Business case for funding from BBP under development

<p>Undertake a deep dive audit of access and advice for residents and health care professionals to get support with housing quality needs e.g., mould, damp, safety risks, overcrowding.</p>	<p>More integrated advice to residents regarding housing quality issues as a key building block of health and wellbeing</p>	<p>Scoped systems of integrated advice on housing quality. Made a plan for improved support for residents to implement in Yr2-5 and evaluate</p>	<p>Housing and Environment Ealing Council; Nicky Fiedler / Joe Blanchard</p>	<p>Yr 1-3</p>	<ul style="list-style-type: none"> • This will help Health and Well-being board members to identify specific inefficiencies and stress points in the housing support and improvements system that reproduces inequality and results in harm to health and well-being of residents. • Health and Wellbeing board members can then critically review their role in the process to identify areas for improvement. • It is in the early stages for being included in the new housing strategy.
<p>Support the work of the Council's Climate leadership board to enhance the links between work on climate justice and health inequalities</p>	<p>Integrated working on climate justice and health equity particularly through demonstration of local co-benefits</p>	<p>A demonstrable shift in focus to address inequality throughout all climate leadership work for the council and identifiable new links between climate action and health services and support</p>	<p>Economy and Sustainability, Ealing Council; Peter George</p>	<p>Yr 1-3</p>	<ul style="list-style-type: none"> • Climate Leadership Board research and innovation sub group is looking at the links between climate action and health and ensuring that climate justice and health inequalities are a key focus of the council's work going forward. • Food – dedicated officer employed by the council. Work currently underway to establish Ealing Food partnership. Aim to ensure access to choice of healthy, seasonal, local and sustainable food across the borough as well as reducing greenhouse gas emissions • Active travel – school streets and school travel program both help improve health, reduce carbon emissions and improve air quality
<p>Explore how the strategy could be more explicitly considered as an overarching framework for all organisations' decision-making processes, local policy and other strategy work</p>	<p>Greater awareness of the HWBS commitments and their influence over the work of the wider HWB and local strategic partnership. Greater consideration of health and wellbeing and tackling of inequalities in the work on the building blocks of</p>	<p>HWBS as a reference strategy for all other strategic and policy work of the HWB membership, A lens through which other work of the system should be seen/assessed.</p>	<p>BBP Board (co-chairs Tony Clements and Vijay Tailor) or ODG (chair Chris Hilton) - Anna Bryden to initiate</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Once explored in these places; the role of HWBS can be further explored, including the possible need for constitutional change. • Options to consider include report coversheet checklists and equality impact assessments.

	health across the system				
Undertake an annual Health of the Borough report, as a mechanism to demonstrate how different depts in the council contribute to health & wellbeing and specifically to reducing inequalities	Identification of gaps and opportunities for improved building blocks of health and wellbeing work by the council	Annual HOBR published	Adults and PH, Strategy and Change, Ealing Council; Anna Bryden	Yr 1	<ul style="list-style-type: none"> Published in 2023 May Annual process and planning for next underway.
Commitment: Ensure greater contribution of the board to the building blocks of health and wellbeing					
Explore options for development of a shared new equity impact assessment tool for broader policy development on all building blocks of health and wellbeing	Improved joined up assessment of impact and opportunity for equity in policy and strategy	A plan to develop an improved policy and strategy focussed EAA process, strengthening the opportunity for policies and strategies to affect positive change.	Strategy and Change, Ealing Council, Amanda Askham	Yr 1-3	<ul style="list-style-type: none"> Policy and strategy review underway with a focus on partnership strategies. Will be completed by summer 2024.
Review and refresh the current HWBB membership to consider a Strategic Directorate for 'Place' work - economy, housing, planning, employment, climate action etc... from the council as a member of the HWBB, and also local strategic partners as HWBB member organisations	An evolved HWB membership which reflects the role of the board and its influence on local strategic partners, on the building blocks of health and wellbeing	New membership on the HWB - place directorate strategic director and local strategic partners such as the police, fire personnel, universities and business sector	Adults and PH, and Democratic services, Ealing Council, Anna Bryden	Yr 1	<ul style="list-style-type: none"> HWBB review planned for winter 23/24 Ongoing discussions on board membership, with plans to engage local strategic partners and build them into the year 2-5 plan.

<p>Establish a process to ensure that key 'building blocks' strategic work is presented to the HWBB at an early (and if appropriate recurrent) stage(s)</p>	<p>Greater opportunity for the board to influence strategic work of the building blocks of health and wellbeing to ensure health and addressing inequalities is a core vision of such work</p>	<p>Process in place and agreed by SLT in Council and the BBP</p>	<p>Adults and PH, Ealing Council and BBP - Anna Bryden</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Membership and agenda setting; through the PHI working group. • A key ask of SLT to use the HWBB and PHI of the BBP • To consider influence in the housing and homelessness strategy, and estates plans.
<p>Commitment: Lead a whole system approach to work on the building blocks of health and wellbeing of our diverse communities</p>					
<p>Prioritise an update of the Local Plan development and review the recommendations of the Ealing Local Plan Study to influence the board's support to and ownership of some actions.</p>	<p>Greater understanding of the board of opportunities in the local plan development to affect positive change for health and wellbeing</p>	<p>Update of local plan development to the HWBB</p>	<p>Economy and Sustainability, Ealing Council, Peter George</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Presented in October 23 at PHI • New local plan structured around the same themes as the Strategic Plan. • Active travel encouraged through the plan.
<p>Scope the potential development of a vulnerability index composed of a variety of building blocks of health metrics at a town or ward level.</p>	<p>Improved way of measuring high level change over time in terms of overall state of building blocks of health in seven towns</p>	<p>Initial discussion and scoping work done to assess feasibility and value of vulnerability index</p>	<p>BBP PHI; Kam Panesar and Rajiv Alhawat</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • Fortnightly BBP Data and Intelligence group now established to integrate this action with one in theme 1 around a data platform focussing on inequalities. • Exploration underway: <ul style="list-style-type: none"> • Gathering a list of indicators/data sets which may be useful for this platform. • Reviewing Ealing Data as best platform. • Building on the 7 Towns Profile database created for APHR 2023. • This data platform may be developed further as part of the NIHR EBBHRC bid. • Consideration of different kinds of vulnerability indices within this workstream

<p>Build on the community hubs model at 7 towns to better link between health and social care services, VCFS and support and services for the building blocks of health and wellbeing across the partnership.</p>	<p>Improved local community provision of coordinated support and services addressing the building blocks of health and wellbeing</p>	<p>Assessment of the community hubs model at 7 towns level and the opportunity for linkage with other support services in building blocks of health and health care services, leading to a plan for Yr2-5</p>	<p>Strategy and Change, Ealing Council Rob Comber and BBP - INT group - Jo Manley</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Locality hubs work being scoped - including research with IDS and peer researchers. • Delivering “Community Connections” – a research project to better understand the experiences, wants, and needs of residents. The research will be used to co-design new initiatives and service models with residents.
<p>Review whole systems working on homelessness including the development of an Ealing Homeless Health Plan for Ealing BBP, and the Housing and Homelessness Strategy for Ealing Council</p>	<p>An improved, more integrated, and needs based whole system programme of work to address the health and building blocks of health needs of homeless people as a key group facing stark inequalities</p>	<p>Initial scoping of whole systems approach to homelessness, including alignment of the Council's Housing and Homelessness Strategy under development, and the BBP Homeless Health Plan in early conception.</p>	<p>Housing and Environment, Ealing Council, Nicky Fiedler; BBP Homeless Health Board Aydid Cabdillahi.</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Homeless Health Board been established, and first meeting was held in September 2023 • Homelessness Strategy work also in progress • Need to confirm who will be leading on homelessness in Housing and Environment
<p>Explore ways to support the roll out of a borough wide Greener Health Care Plan with PCNs so that all GP practices meet the 10-point green plan to increase sustainable health care delivery</p>	<p>An improved and consistent approach to greener health care delivery in primary care</p>	<p>Number of GP practices and PCNs as a whole adopting 10-point green plan to more sustainable health care delivery</p>	<p>Ealing ICB, Neha Unadkat</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • All eight Ealing Primary Care Networks are signed up to the new contract which requires each practice to have at least 1 trained green champion in place by the end of 2023 (69 Practices) • Practices are required to complete a further 5 Green actions from a list of ideas; involvement in which will be monitored throughout the year.
<p>Support the development of the Ealing food partnership to develop whole systems working on the planetary and health food landscape for residents</p>	<p>A more planetary and healthy food landscape for residents in Ealing</p>	<p>Identifiable support and offers of pending support from HWBB member organisations to the food partnership</p>	<p>Economy and Sustainability, Ealing Council; Nigel McCurdy; BBP PHI working group Maddy GW</p>	<p>Yr 1-2</p>	<ul style="list-style-type: none"> • Resource - Food Roots 2 GLA bid - 25K, Planetary and Health bid work. • This work may include focus on planetary and health culturally competent food resources, and maps for local supply of healthier food options

<p>Co-develop a housing allocations training module for staff working with families in Ealing to supporting their navigation of the housing system.</p>	<p>Better housing support to families with various vulnerabilities</p>	<p>Training module developed, ready for implementation</p>	<p>Childrens, Ealing Council; Robert Housing and Environment, Ealing Council; Nicky / Jack Dempsey</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • This work will include how to better understand the use of supporting information (e.g., for medical, special educational needs). • Training outline has been drafted. It is being shared with colleagues before a test run with Children’s Services practitioners. Once tested and refined the training will be made available to those working with children, young people and families across the system in Ealing.
<p>Explore ways to support the roll out of the London pilot of the free school meals (FSM) for primary school pupils and other system wide work to address child poverty</p>	<p>Optimised success of the London FSM pilot for primary school pupils in Ealing</p>	<p>A plan formulated for local support for the roll out of FSM for primary school pupils</p>	<p>Childrens, Ealing Council; Tamara Quinn</p>	<p>Yr 1</p>	<ul style="list-style-type: none"> • The Mayor’s FSM has been rolled out and approx 9,300 KS2 pupils at ESCC schools who were not eligible for an income-related FSM took up a Mayor’s FSM (previously 32%). • The Mayor estimates that the initiative will save families around £440 per child across the year, reduce stigma, and boosting take-up among families who need them most.