

Health and Wellbeing Strategy 2024 to 2029



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Foreword

We want residents in Hammersmith & Fulham to live longer, happier and healthier lives.

For this, we need an environment, and health and care services that work equally for everyone and in which everyone feels confident.

No one knows better than our residents how we can best support them. That's why we've listened and connected with local community, neighbourhood and faith groups as well as local businesses and the NHS.

We've implemented their feedback to create this new strategy which lays out how we will improve our current health and wellbeing offer for everyone in H&F.

We learnt a lot as a council during the Covid-19 pandemic – not least that many Black residents were reluctant to take the Covid vaccine. This was down to a long-standing lack of trust in the healthcare system as a result of lived experience.

We're determined to change that. That's why we've worked so closely to build trust by connecting with communities across Hammersmith & Fulham. Our mission is to close the gap in health inequities for all our residents.



We'll do this by improving access to good housing, a decent education and a safe environment.

It's all part of our ambition to create a stronger, safer and kinder borough.

Councillor Alex Sanderson
Deputy Leader of H&F Council
Cabinet Member for
Children and Education

Councillor Bora Kwon
Cabinet Member for
Adult Social Care and Health



Introduction

Hammersmith & Fulham is a diverse borough, and we're committed to ensuring a healthy and vibrant community for all.

We recognise historical disparities in life expectancy and health based on birthplace, current residence and resources. Our Health and Wellbeing Strategy aims to reduce these inequities and improve the health of every resident in Hammersmith & Fulham.

Informed by resident feedback and best practices, we used the **Marmot principles** to shape this strategy.

We listened to our residents' concerns about building trust in health discussions, especially the disparities highlighted by the Covid-19 pandemic. Input from our residents has informed the strategy and addressed inequities while embracing diversity.

We understand that promoting equitable health and wellbeing is not simply a matter of offering the same resources to everyone but rather addressing the unique needs of diverse communities and individuals.

Our strategy recognises that every person's path to wellbeing is shaped by their experiences, culture and circumstances. By embracing this diversity, we can pave the way for more inclusive healthcare solutions.

Our renewed ambition focuses on tackling the deep roots of health inequities. Through this strategy, we will create conditions that support every person in this borough to be well, whether independently or with targeted services.

We must improve the building blocks for good health in Hammersmith & Fulham by enhancing access to education, secure employment, good housing and reducing the impact of poverty and discrimination.

We will continue to collaborate with residents and partners in a way which is forward-thinking and based on sound evidence and best practices. With these strong foundations, all residents will have the right building blocks to live longer, healthier, happier lives.

Marmot principles

- 1 Give every child the best start in life
- 2 Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3 Create fair employment and good work for all
- 4 Ensure a healthy standard of living for all
- 5 Create and develop healthy and sustainable places and communities
- 6 Strengthen preventive measures against illness
- 7 Tackle racism, discrimination and their outcomes
- 8 Pursue environmental sustainability and health equity together



Hammersmith & Fulham at a glance

Snapshot of Hammersmith & Fulham



Context

Hammersmith & Fulham is the sixth most densely populated of London's 33 local authority areas, with 11,287 residents per square km compared to London which is 5,701 per square km, and England only 432 per square km. 39 per cent of residents are born outside the UK, which is similar to London which has 38 per cent of residents born outside of the UK, but more than England, at 14 per cent of residents born outside the UK.



Life expectancy

Life expectancy varies across wards in the borough, with a lower life expectancy in more deprived (poorer) areas. The difference in life expectancy is 6.5 years for men (77.0 years in Hammersmith Broadway and 83.5 years in Palace Riverside), while for women the difference in life expectancy is 9.5 years for women (81.3 in Fulham Broadway and 90.8 years in Addison). We can compare these figures with London which has a life expectancy of 79 years for men, and 83 years for women, and England, which also has an average life expectancy of 79 years for men, and 83 years for women.



Risk factors

Hammersmith & Fulham has more expensive rents and more housing pressures than most other London boroughs.

78 per cent of adults are economically active, similar to both London and England which have 76 and 76 per cent economically active respectively.

Like the majority of London boroughs, Hammersmith & Fulham exceeds the WHO guidelines for Nitrogen dioxide (NO₂), Particles (PM10) and Particles (PM2.5).

Sixth

most densely populated of London's 33 local authority areas

77 years

life expectancy in Hammersmith Broadway

78%

of adults are economically active

Hammersmith & Fulham at a glance

Snapshot of Hammersmith & Fulham (continued)



Start of life

The percentage of children in low-income families is at 13 per cent, lower than both London, at 16 per cent, and England, at 20 per cent.

Hammersmith & Fulham has a rate of 67 per 10,000 children under 18 in care compared to London which has a rate of 51 per 10,000 children in care, and England with a rate of 71 per 10,000 children in care. There were 216 children in care in 2022.

The prevalence of obesity amongst reception (8 per cent) and year six children (19 per cent) is lower than the London (9 per cent and 25 per cent respectively) and England (9 per cent and 23 per cent respectively in 2022/2023).



Living well

In 2022, the rate of all new STI diagnoses was 2,292 per 100,000 population, where the London rate is 1,357 per 100,000 and England is at 694 per 100,000.

53 per cent of adults in H&F were either overweight or obese in 2022/2023, London has 57 per cent, and England with 64 per cent of adults either overweight or obese.

7 per cent of patients registered with a GP practice in the borough have been diagnosed with hypertension in 2022/2023, where the London and England prevalence is 11 per cent and 14 per cent respectively.

Current suicide rates are 11.0 per 100,000 compared to 7 and 10 per 100,000 persons for London and England respectively.



Ageing well

In 2019, 26 per cent of all those aged 60 or over experienced income deprivation, compared to the England average of 14 per cent (no data available for London).

The mortality rate from cancer amongst those 65 and over, is 1,067 per 100,000, where London is 951 and England 1,030 per 100,000 people.

The emergency hospital admission rate due to falls in people aged 65 and over was 2,469 per 100,000 population in 2022/2023, compared to 2,071 for London, and 1,933 for England per 100,000.

13%

of children are in low-income families

53%

of adults in H&F were either overweight or obese in 2022/2023

26%

of all those aged 60 or over experienced income deprivation

Hammersmith & Fulham at a glance

Investing in health and wellbeing



**More than
1,000,000**

The number of universal free breakfasts given to primary-aged children in the borough since 2019.



**2,800 electric vehicle
charging points**

We have London's densest network. Residents are never more than 400m from a charge.

Hammersmith & Fulham is leading the electric vehicle revolution by giving residents the confidence to make the switch. We are on a mission to reduce pollution and improve air quality by 2030.



**Keeping
residents safe**

We have invested in 1,850 state-of-the-art CCTV cameras and a new Law Enforcement Team.

Our Law Enforcement Team is one of the largest such teams anywhere in Britain. They work proactively with emergency services to help keep our residents and visitors safe.



**Preserving world-class
parks and green spaces**

H&F Council was recently awarded our 21st Green Flag, a prestigious recognition given to the best parks in the country.

Parks and green spaces provide a variety of health benefits by promoting physical activity, connection to nature and opportunities for community engagement.



**Investing in
community-led change**

In the face of reduced government spending, we remain committed to being a compassionate council and to empowering local communities.

We have invested more than £3.3 million through the third sector investment fund (3SIF) and have funded more than 40 groups to run more than 50 services.



**Thorough response to
the cost-of-living crisis**

Our dedicated cost-of-living phone line supports residents in need.

We received more than 12,000 calls in 2023. More than 160 residents have been helped to get more than £325,000 in benefits.

We've had a total support package worth £10 million in 2022 and 2023. Our dedicated cost-of-living advice team, along with our excellent voluntary and community services, are helping residents access essentials, such as food, clothing and heat for their homes.



£21,000,000

Amount invested per year in free home care for elderly and disabled residents. We are the only council in the country to do so.

By abolishing care charges, we refocused our energy on supporting independent and purposeful living for residents.



Homes for the future

We're building 3,000 new affordable homes for local residents as well as working hard to improve our existing housing stock in H&F as we continue to invest in modernisation and refurbishment works on our properties.

Developing the strategy

Hammersmith & Fulham Council does things with residents, not to them. Co-production is deeply embedded in all areas of our work.

We have consistently championed collaboration to create strong bonds within the community.

This strategy was co-produced with various stakeholders across the borough, emphasising marginalised voices. We've focused on making public services better, boosting community resilience and improving health for everyone.

A comprehensive co-production campaign ran for a year, including interviews, surveys, discussions and focus groups with:

- more than 420 residents
- 31 community, neighbourhood and faith groups
- 63 businesses
- council colleagues
- NHS services.

Insights from shared stories and conversations shaped the direction and tone of this strategy.

A person-centred and inclusive approach helped us better understand the experience of people and organisations in the borough. We also integrated our existing local commitments to build on the good things we are already doing in H&F.

A detailed explanation is presented in Appendix A: Creating the Health And Wellbeing Strategy for Hammersmith & Fulham.

Special thanks

Thank you to all those involved for your invaluable insight, practical suggestions and constructive criticism. The result has been a living document which outlines how we will work together to address avoidable differences in health outcomes so that every child has the best start to life and all residents live longer, healthier lives.

A list of expert community organisations who have engaged in this project is included in Appendix B: Hammersmith & Fulham health equity organisations, strategies and resources.



What we were told

Q

When it comes to living well and in good health, what is important to you?

You said

In no particular order:

- Safe and secure housing.
- Affordable healthy food.
- A supportive community.
- Not living in poverty.
- Green spaces and efforts to address the impact of pollution.
- Compassionate services.
- Knowledge of services available and easy access.
- Social spaces to connect.
- Making decisions for yourself.

Q

Even better if... What is needed to improve the health and wellbeing of those in Hammersmith & Fulham?

You said

- Greater involvement in decision-making opportunities – More obvious opportunities for all residents to inform plans that impact their lives.
- Increased training and employment opportunities that are affordable, accessible and local.
- More authentic community connections – Sharing ideas and knowledge held within the community to all, including those in public services.
- Everyone must live with dignity – A secure home with nutritious food to eat and the means to prepare it.
- Support services that are not complex or overwhelming to navigate.
- All residents across the borough benefit from secure green spaces and clean air.

Responding to feedback

Health inequities are avoidable and must be addressed. To improve the health and wellbeing of all, our primary focus should be on enhancing the lives of those with the worst health outcomes the fastest.

A healthier future for all in Hammersmith & Fulham is attainable and must involve everyone in the process.

The way we work:

- is rooted in a deep commitment to equity for all protected characteristics, taking an anti-racist approach whilst building on the trust residents have in us
- recognises the importance of collaboration to find novel solutions to pressing challenges
- will continuously uphold the insights, knowledge and capabilities within the wider community, actively working to amplify existing strengths
- builds on achievements in Hammersmith & Fulham, using learnings to inform opportunities for improvement
- recognises the diversity of experiences across the borough and use dynamic data and evidence to inform our decision-making.

Our priorities



Overview

The vision at the centre of the Health and Wellbeing Strategy is that everyone in Hammersmith & Fulham will live in safety and with dignity.

We aim to ensure that all residents are safe and our services uphold the dignity of residents with particular consideration given to those who are most in need.

Priority 1

Address key health issues innovatively and proactively so that people stay as healthy as possible for as long as possible

The outcomes we want to achieve

- People live healthier lives, and ill health is mitigated by improved access to early and appropriate help and resources, particularly amongst those facing multiple disadvantages.
- Expansion of grassroots-informed public health interventions to prevent the spread of infectious disease.
- Proactively address the health consequences of trauma and adverse child and adulthood experiences.

Priority 2

Amplify community strengths and capabilities to tackle health inequities

The outcomes we want to achieve

- People are better connected and feel safer within their own communities.
- People, particularly those most affected by health inequities, can influence and inform initiatives that impact them.
- More people of diverse backgrounds are empowered to engage meaningfully in their communities and lead positive change through research, community participation, volunteering and civic involvement.

Priority 3

Cultivate the conditions necessary for people to flourish and build their resilience

The outcomes we want to achieve

- Fewer people live in poverty and are more food and energy-secure.
- People are safe within their homes and in the borough.
- People can access fair, fulfilling local employment opportunities.

Priority 4

Eliminate the barriers to information and mitigate misinformation

The outcomes we want to achieve

- People have access to the necessary information, advice and support they need promptly and in a way that works for them.
- Improved health and wellbeing of all, particularly for the most vulnerable in the community, is an explicit concern of all services in Hammersmith & Fulham and is reflected in strategies, activities and collaborative efforts.

Priority 1

Address key health issues innovatively and proactively so that people stay as healthy as possible for as long as possible

Outcome 1

People live healthier lives as ill health is mitigated by improved access to early and appropriate help and resources, particularly amongst those facing multiple disadvantages

What we'll do to achieve this outcome

- Continue to work in partnership to address the inequities that negatively impact mental health and wellbeing.
- Acknowledge structural racism as one of the key causes of health inequities and work alongside NHS colleagues and communities to develop solutions that tackle differential outcomes and experiences.
- Develop a system-wide approach to reducing smoking and vaping, including stopping young people from starting and providing access to person-centred stop cessation services.

Outcome 2

Expansion of grassroots-informed public health interventions to prevent the spread of infectious disease

What we'll do to achieve this outcome

- Collaborate across the borough to further health improvement programmes and services at the neighbourhood level.
- Utilise a transparent framework to inform practical and evidence-based options to improve community health and wellbeing.

Outcome 3

Proactively address the health consequences of trauma and adverse child and adulthood experiences

What we'll do to achieve this outcome

- Embed a broader public health approach to addressing domestic abuse.
- Work with community members and organisations to improve access to responsive, appropriate and compassionate mental health support and services.

Relevant to the delivery of this strategy – useful links

- [NHS England Core 20PLUS5](#)
- [Hammersmith & Fulham Early Intervention Strategy \(pdf\)](#)
- [Ending Gang Violence and Exploitation Strategy \(pdf\)](#)
- [H&F Violence Against Women and Girls Strategy \(pdf\)](#)
- [Health matters: community-centred approaches for health and wellbeing](#)
- [Young Hammersmith & Fulham Foundation Theory of Change \(pdf\)](#)

Priority 1

Case study

Becoming a dementia-friendly community: Hammersmith & Fulham's Dementia Strategy in action

Hammersmith & Fulham Council and its partners have won recognition from the Alzheimer's Society, the UK's leading dementia charity, for our work to create a dementia-friendly community. H&F Dementia Action Alliance has worked with H&F Council to improve diagnosis rates, increase awareness and provide better information about local support services for residents.

Our work has included producing an H&F Dementia Information Guide, which is handed out to residents at the time of diagnosis. We've also formed a dementia partnership board to oversee a dementia strategy for H&F.

With the alliance, local people living with dementia have designed a support course for those recently diagnosed. The programme focuses on sharing experiences to help regain confidence after a diagnosis. Course graduates become the tutors for the next cohort.

Together, we have also raised awareness about dementia at events across H&F. This includes a dementia fair highlighting local support offers and working with the Visiting Angels and Walfinch Home Care to host a monthly network of memory cafés.

We've also brought in 'The Virtual Dementia Tour Bus'. This is an immersive experience that allows the participant to understand the cognitive challenges faced by people



living with dementia and then prompts them to consider the needs of the roughly 1,337 residents living with dementia in the borough.

This experiential learning approach reduces barriers to information and facilitates opportunities to ask questions and improve knowledge in a supportive environment, a commitment outlined in Hammersmith & Fulham's Dementia Strategy.

Across H&F, residents with dementia are also supported by their neighbours and local businesses, who have created

welcoming spaces open to anyone living with memory issues.

Fulham based dance school, DanceWest, runs free Dance for Dementia classes for residents with dementia, and the Queen's Club offers free, weekly tennis classes for adults living with dementia. While the Hurlingham Club, in partnership with Fulham Football Club, host monthly dementia-friendly lunches supported by staff who are trained as dementia friends. Nubian Life also offers a support programme for carers living or working in H&F.

Priority 2

Building on the strengths and capabilities of our communities to tackle health inequity

Outcome 1

People are better connected and feel safer within their own communities

What we'll do to achieve this outcome

- Expand on opportunities to strategically further community-based and -led initiatives focused on improving connections and addressing the roots of inequity with health partners, voluntary organisations and Local Authority partners.



Outcome 2

People, particularly those most affected by health inequities, are able to influence and inform initiatives that impact them

What we'll do to achieve this outcome

- Further our 'no decision about you, without you' commitment by reframing ways of involvement and collaboration to encourage participation in design, decision making and evaluating opportunities.
- Promote awareness of the functions and opportunities within the council and local NHS services.

Outcome 3

More people of diverse backgrounds are empowered to lead positive change through community participation, volunteering and civic involvement

What we'll do to achieve this outcome

- Continue to collaborate and strengthen relationships with voluntary organisations, resident groups and the faith sector to ensure that approaches taken are appropriate, recognising the strengths and expertise within the community.



Relevant to the delivery of this strategy – useful links

- [Hammersmith & Fulham Resident Involvement Strategy \(pdf\)](#)
- [Our Equalities Plan means business \(pdf\)](#)
- [Nothing About Disabled People Without Disabled People Report](#)
- [North West London ICB public involvement strategy](#)
- [North West London Inequalities Strategy](#)
- [Hammersmith & Fulham Climate and Ecology Strategy \(pdf\)](#)

Priority 3

Cultivate the conditions necessary for people to flourish and build their resilience

Outcome 1

Fewer people live in poverty and are more food and energy secure

What we'll do to achieve this outcome

- Build on existing successes, such as universal free breakfast to every primary school pupil in the borough, by encouraging whole system approaches to address food poverty for people of all ages.
- Further efforts outlined in the **'Household Support Fund'** plan in response to the cost-of-living crisis by connecting to and innovating with diverse actors in the borough.

Outcome 2

People are safe within their homes and in the borough

What we'll do to achieve this outcome

- Explore collaborative approaches to ensuring good housing, working across all organisations, bringing in expertise to provide the best possible outcomes
- Proactively address gang-related harms to health through appropriate early intervention efforts and community resilience models, along with partners across the borough.
- Further efforts outlined in the Women's Night Safety Charter and support hyper-local and borough-wide initiatives to ensure a safer environment for women and girls.

Outcome 3

People can access fair, fulfilling local employment opportunities

What we'll do to achieve this outcome

- Continue to address the root causes of poverty through the Industrial Strategy.
- Implement a 'Hammersmith & Fulham first' approach to opportunities and training, furthering local and accessible education, employability, training and English language opportunities for all.

Relevant to the delivery of this strategy – useful links

- [Disabled Peoples Housing Strategy](#)
- [Older People's Commission](#)
- [Homelessness and Rough Sleeping Strategy](#)
- [Hammersmith & Fulham Climate and Ecology Strategy \(pdf\)](#)
- [Industrial Strategy: 'Economic Growth for Everyone'](#)
- [Ending Gang Violence and Exploitation Strategy \(pdf\)](#)
- [H&F Violence Against Women and Girls Strategy \(pdf\)](#)
- [Hammersmith & Fulham Healthier Catering Commitment](#)
- [Our Equalities Plan means business \(pdf\)](#)
- [Fuel Poverty Strategy](#)
- [Women's Safety](#)

Priority 3

Case study

Addressing food poverty at the heart of the community: The Nourish Hub



The Nourish Hub is a community kitchen in Shepherds Bush that promotes social inclusion and tackles food insecurity and waste.

Hammersmith & Fulham Council has supported the hub as part of our Nourish Project to end food poverty and tackle the climate emergency. The Nourish Hub offers a wholesome community meal to the public, Monday to Friday from 12 noon to 2pm on a 'donate what you can' basis.

The hub also enables residents to develop life skills such as growing fresh food, cooking low-cost nutritious meals, social skills and supporting members of the community to connect and start new friendships.



Priority 4

Eliminate the barriers to information and mitigate misinformation

Outcome 1

People have access to the necessary information, advice and support they need promptly and in a way that works for them

What we'll do to achieve this outcome

- Continue to appreciate the complex nature of people's lives and layered health and social needs.
- Work collaboratively and innovatively with services across the borough, identifying the best way to achieve positive outcomes for all work.
- Engage with communities and faith groups in open discussions about the importance of childhood immunisations to improve our vaccination uptake and keep our children, elderly and most vulnerable protected against preventable diseases.

Outcome 2

Improved health and wellbeing of all, particularly the most vulnerable in the community, is an explicit concern of all services in Hammersmith & Fulham and is reflected in strategies, activities, and collaborative efforts

What we'll do to achieve this outcome

- Deepen partnerships between the local authority and NHS services, recognising that we share a responsibility to transform the health and wellbeing of our communities. We will pool together resources, budgets and networks to improve services for residents.



Appendices



Appendix A

Approach – ‘Create The Health And Wellbeing Strategy For Hammersmith & Fulham’ workshop

Workshop details and structure

Context

As health improvements cannot rely solely on the health sector alone, a whole-of-society approach (where multiple stakeholders including civil society, voluntary associations, individuals, families, local authority, commissioners, etc) offers a valuable opportunity to create impactful, sustainable and actionable change. With a focus on equity, ownership and accountability, the participation of all members of the society is key to making positive changes.

Workshop intention

Key questions to be answered through the activities

- What the key issues are for them in terms of their overall quality of life?
- What services and resources do they value?

- What would they wish to change or augment in order to improve their own health and/ or quality of life and that of those in their community?

Notes: Adapt structure as required. Critical focus is placed on facilitating a supportive environment.

Key takeaway: Opinions, priorities, tangible concerns, knowledge and values communicated through various mediums.

Opening: 5 mins

- Introductions
- Housekeeping
- Verbal consent collection

Setting the scene: 10 mins

- Purpose of this interactive workshop
- Activities planned, expected outcomes and timeline

Thinking about the different factors in our lives that impact our health. Discuss openly and

put on screen and then share the slide with icons or share the slide if groups are less talkative so early on. (Prompts should be wide and/ or specific: Housing, jobs, where you live, green spaces etc food etc. Not just physical health. Consider food security, cost of living, price of food etc. internet etc. Transport. Crime)

- Working conditions (our work environment/how far we travel for work/underemployment and unemployment)
- Conditions of our neighbourhoods (Green spaces? Lots of traffic? Lots of pollution? Littering?)
- Housing conditions
- Income
- Health care services
- Safety
- Education
- Access to nutritious foods
- Social and community networks
- Individual lifestyles



Appendix A

Workshop details and structure (continued)

Activities

Activity 1

Post it notes + discussion 20 mins in group + 15 mins of discussion

What do you think are the biggest issues in your community? Talk about this with those on your table, and write these out on a post it note. Feel free to be creative and draw! Even though you are discussing with those at your table, it is important that you put down your own ideas as well! XX and I will be going around each table to hear what you have to say.

Keep the slide on screen.

Break: 10 mins.

Activity 2

Stickers 20 mins

When in need of support, where do you go? Write these out together on the drawing paper with those on your table. Place a red/green/yellow sticker indicate to how easy it is to access these spaces to meet your health needs. Again, XX and I will be going around each table to hear the discussion and offer any clarity needed.

Activity 3

Even Better If (Creating Our Future): 20 mins + 15 mins of sharing

Our last activity! If you could re-imagine a better/enhanced quality of life for you and those in your community, what would that look like? Who would be the key participants or what resources would be needed? Reference the issues from activity 1.

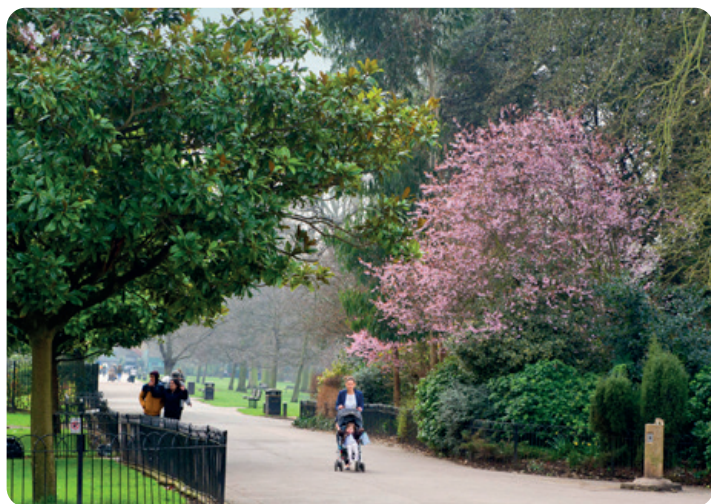
"If I needed help with X (issue) I would want to go to XX (space, service, environment) because it would XXX (reason)" or "If I needed help with X (issue), then XX needs to happen."

We must discuss this with our table members here, as they may have some knowledge of existing services/support that can be enhanced!

Closing and next steps: 5 mins

Reiterate what is to come following this (Verify and refine feedback with each group once all workshops have been done, the expected release date of the strategy).

Give thanks for holding space together and for photos.



Appendix B

Hammersmith & Fulham health equity organisations, strategies and resources

Relevant to the delivery of this strategy

- [Homelessness and Rough Sleeping Strategy](#)
- [Hammersmith & Fulham Climate and Ecology Strategy \(pdf\)](#)
- [Industrial Strategy: 'Economic Growth for Everyone'](#)
- [Ending Gang Violence and Exploitation Strategy \(pdf\)](#)
- [H&F Violence Against Women and Girls Strategy \(pdf\)](#)
- [Hammersmith & Fulham Healthier Catering Commitment](#)
- [Our Equalities Plan means business \(pdf\)](#)
- [NHS England Core 20PLUS5](#)
- [Hammersmith & Fulham Early Intervention Strategy \(pdf\)](#)
- [Health matters: community-centred approaches for health and wellbeing](#)
- [Improving Our Public's Health: The Public Health Strategy for Hammersmith & Fulham \(pdf\)](#)
- [Young Hammersmith & Fulham Foundation Theory of Change \(pdf\)](#)
- [Hammersmith & Fulham Resident Involvement Strategy \(pdf\)](#)
- [Nothing About Disabled People Without Disabled People Report](#)
- [North West London ICB public involvement strategy](#)
- [North West London Inequalities Strategy](#)

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Published by
Hammersmith & Fulham Council

www.lbhf.gov.uk