

**NHS North Central London ICB**  
**Board of Members Meeting**  
**5 December 2023**  
**2.20pm - 2.45pm**  
**Clerkenwell Room**  
**2<sup>nd</sup> Floor, Laycock Professional Development Centre**  
**Laycock Street**  
**N1 1TH**

**AGENDA**  
**Part 1**

Item	Title	Lead	Action	Page	Time
<b>1.</b>	<b>INTRODUCTION</b>				
1.1	Welcome and Apologies	Mike Cooke	Note	Oral	2.20pm
1.2	Declarations of Interest (not otherwise stated)	Mike Cooke	Note	2	
<b>2.</b>	<b>STRATEGY AND BUSINESS</b>				
2.1	Start Well Pre-Consultation Business Case	Sarah Mansuralli and Anna Stewart	Approve	8	2.21pm
<b>3.</b>	<b>ANY OTHER BUSINESS</b>				
<b>4.</b>	<b>DATE OF NEXT MEETING</b>				
4.1	26 March 2024				



**North Central London ICB  
Board of Members Meeting  
5 December 2023**

<b>Report Title</b>	Declaration of Interests Register – NCL ICB Board of Members	<b>Date of report</b>	27 November 2023	<b>Agenda Item</b>	1.2
<b>Integrated Care Board Sponsor</b>	Mike Cooke Chair, NCL ICB	<b>Email / Tel</b>		<a href="mailto:mike.cooke4@nhs.net">mike.cooke4@nhs.net</a>	
<b>Lead Director / Manager</b>	Frances O’Callaghan Chief Executive, NCL ICB	<b>Email / Tel</b>		<a href="mailto:frances.o'callaghan@nhs.net">frances.o'callaghan@nhs.net</a>	
<b>Report Author</b>	Steve Beeho Senior Board Secretary	<b>Email / Tel</b>		<a href="mailto:s.beeho@nhs.net">s.beeho@nhs.net</a>	
<b>Name of Authorising Finance Lead</b>	Not applicable.	<b>Summary of Financial Implications</b>		Not applicable.	
<b>Report Summary</b>	<p>Members and attendees of the NCL ICB Board of Members meeting are asked to review the agenda and consider whether any of the topics might present a conflict of interest, whether those interests are already included within the Register of Interest, or need to be considered for the first time due to the specific subject matter of the agenda item.</p> <p>A conflict of interest would arise if decisions or recommendations made by the Committee could be perceived to advantage the individual holding the interest, their family, or their workplace or business interests. Such advantage might be financial or in another form, such as the ability to exert undue influence.</p> <p>Any such interests should be declared either before or during the meeting so that they can be managed appropriately. Effective handling of conflicts of interest is crucial to give confidence to patients, tax payers, healthcare providers and Parliament that ICB commissioning decisions are robust, fair and transparent and offer value for money.</p> <p>If attendees are unsure of whether or not individual interests represent a conflict, they should be declared anyway.</p> <p>Members are reminded to ensure their declaration of interest form and the register recording their details are kept up to date.</p> <p>Members and attendees are also asked to note the requirement for any relevant gifts or hospitality they have received to be recorded on the ICB Gifts and Hospitality Register.</p>				

<b>Recommendation</b>	The Board of Members is asked to: <ul style="list-style-type: none"> <li>• <b>NOTE</b> the requirement to declare any interests relating to the agenda;</li> <li>• <b>NOTE</b> the Declaration of Interests Register and to inspect their entry and advise the Board Secretary of any changes;</li> <li>• <b>NOTE</b> the requirement to record any relevant gifts and hospitality on the ICB Gifts and Hospitality Register.</li> </ul>
<b>Identified Risks and Risk Management Actions</b>	The risk of failing to declare an interest may affect the validity of a decision / discussion made at this meeting and could potentially result in reputational and financial costs against the ICB.
<b>Conflicts of Interest</b>	The purpose of the Register is to list interests, perceived and actual, of members that may relate to the meeting.
<b>Resource Implications</b>	Not applicable.
<b>Engagement</b>	Not applicable.
<b>Equality Impact Analysis</b>	Not applicable.
<b>Report History and Key Decisions</b>	The Declaration of Interests Register is a standing item presented to every meeting of the Board of Members.
<b>Next Steps</b>	The Declaration of Interests Register is presented to every meeting of the Board of Members and regularly monitored.
<b>Appendices</b>	The Declaration of Interests Register.

NCL ICB Board of Members Declaration of Interest Register - December 2023

Name	Current Position (s) held- i.e. ICB Board, Trust, Member practice, Employee or other	Declared Interest - (Name of the organisation and nature of business)	Type of Interest			Is the interest direct or indirect?	Nature of Interest	Date of Interest				Actions to be taken to mitigate risk (to be agreed with line a manager of a senior CCG manager)	
			Financial Interests	Non-Financial Professional Interests	Non-Financial Personal Interests			From	To	Date declared	Updated		
<b>Members</b>													
Mr Mike Cooke	Chair North London Integrated Care System	BEAT, the national Eating Disorders Charity	Yes			direct							BEAT is commissioned by some commissioning organisations to provide services. This declaration is for transparency. There is no conflict of interest between the roles flagged in this declaration.
	Chair of ICB Board		No	no	yes	direct	Chair of Trustees	19/11/2019	current	18/11/2019	11/07/2023		
	Member of ICB Finance Committee												
	Chair of ICB Strategy and Development Committee												
	Attend Remuneration Committee												
	Chair of ICS Community Partnership Forum												
	Attend other committees as and when required												
Ms Frances O'Callaghan	Chief Executive of North London Integrated Care System	Labour Party	no	no	yes	direct	Member of Labour Party	25/05/2023	current	26/05/2023	26/05/2023	This declaration and any potential conflicts of interest were fully assessed by the Governance and Risk Team. Appropriate mitigating actions have been put into place and will be adhered to.'	
	Member of ICB Board of Members												
	Member of ICB Finance Committee												
	Member of ICB Strategy and Development Committee	career break 01/20/2023 to 31/07/2024											
	Member of ICB Executive Management Team												
	Member of ICB Community Partnership Forum												
Mr Phill Wells	Interim Chief Executive								current	23/06/2022	10/07/2023	Where decisions to be taken by the ICB contain a potential or perceived conflict, I will excuse myself from the decision making process and a suitable deputy will act in my place	
	NCL ICB Board Member and Chief Finance Officer										10/07/2023		
	Member of ICB Finance Committee										10/07/2023		
	Member of ICB Executive Management Team	Audit and Risk Committee, Department for Digital, Culture, Media and Sport	yes	yes	no	direct	Independent Member (ended May 23)	2016	15/05/2023	23/06/2022	10/07/2023		
	Member of Strategy and Development Committee	Essex County Council	no	no	no	indirect	Partner is an IT Director (ended May23)	01/09/2019	15/05/2023	21/07/2022	10/07/2023		
Gary Sired	Director of System Financial Planning	none	n/a	n/a	N/A	N/A				16/10/2018	10/10/2022		
	Attendee at ICB Finance Committee												
Mr Bimal Patel	Interim Chief Finance Officer	from 18/12/2023											
	NCL ICB Board Member and Chief Finance Officer												
	Member of ICB Finance Committee												
	Attend Audit Committee												
	Member of ICB Executive Management Team												
	Member of Strategy and Development Committee												
Dr Jo Sauvage	Chief Medical Officer		yes	yes	yes	direct		01/07/2022	current	10/07/2022	06/07/2023		
	Member of ICS Community Partnership Forum		no	yes	no	direct			current	10/07/2022	06/07/2023		
	Member of ICB Board	London Clinical Executive Group	no	yes	no	direct	NCL Clinical Representative		current	10/07/2022	06/07/2023		
	Member of ICB Executive Management Team	London People Board	no	yes	no	direct	Commissioning Representative		current	10/07/2022	06/07/2023		
	Member of Quality and Safety Committee	London Primary Care School Board	no	yes	no	direct	ICS Representative		current	10/07/2022	06/07/2023		
	Member of the Strategy and Development Committee	London Primary Care Board	no	yes	no	direct	NCL Representative		current	10/07/2022	06/07/2023		
	Member of Primary Care Committee	London Urgent and Emergency Care Board	no	yes	no	direct	NCL Representative		current	10/07/2022	06/07/2023		
	Member of Population Health Improvement Committee	Greener NHS England, London	no	yes	no	direct	Clinical Director		current	10/07/2022	06/07/2023		
	Also participate in multiple work streams NHS England & Improvement and Health Education England, London Region:	Membership Expert Advisory Group for Evidence based interventions. Hosted by Academy of Royal Colleges	no	yes	no	direct	Member		current	10/07/2022	06/07/2023		
		Net Zero Clinical Transformation Advisory Board	no			direct	Member		current	06/07/2023			
		London Sustainability Network	yes	yes	no	direct	Clinical Director		current	06/07/2023			
		Islington GP Federation	yes	yes	yes	direct	GP Practice is a member	2016	current	10/07/2022	06/07/2023		
		City Road Medical Centre	yes	yes	yes	direct	GP Partner	06/11/2018	current	10/07/2022	06/07/2023		
	South Islington PCN	no	yes	yes	direct	GP Practise is a member	01/07/2019	current	01/07/2022	06/07/2023			
Mrs Kay Boycott	Non Executive Member, Member of the ICB Board,		yes	yes	yes	Direct		01/07/2022	current	11/07/2022	17/07/2023	They are commissioned by the Hampshire and Isle of Wight ICB to provide counselling services, not involved in any NCLICB work These are infrequent and under NDA - In previous NHS roles I have agreed I would declare if relevant to a specific agenda item	
	Member of ICB Strategy and Development Committee	Eakin Healthcare Group	yes	yes	yes	Direct	Director	01/09/2021	current	11/07/2022	17/07/2023		
	Member of ICB Quality and Safety Committee	London Fire Brigade	yes	yes	yes	Direct	Independent Audit Committee Member	30/10/2020	current	11/07/2022	17/07/2023		
	Chair of ICB Audit Committee	Durham University	yes	yes	yes	Direct	Lay member of Council and Audit and Risk Committee Chair	25/11/2018	current	11/07/2022	17/07/2023		
	Member of ICB Finance Committee	English Heritage Trust	yes	yes	yes	Direct	Director	30/12/2021	current	11/07/2022	17/07/2023		
	Member of ICB Remuneration Committee	Isle of Wight Youth Trust	no	yes	no	Direct	Chair	12/07/2023	current	12/07/2023			
		Various	yes	yes	yes	Direct	Advisor		current	11/07/2022	17/07/2023		
	PWC	no	no	no	Indirect	Husband is a partner	06/07/2023	current	06/07/2023				

NCL ICB Board of Members Declaration of Interest Register - December 2023

Ms Liz Sayce OBE	Non Executive Member, Member of the ICB Board								01/07/2022	current	26/08/2022	10/07/2023	
	Chair of ICB Remuneration Committee											10/07/2023	
	Chair of ICB Quality and Safety Committee	Action on Disability and Development International	no	yes		direct	Trustee		26/01/2021	current	26/08/2022	10/07/2023	
	Member of ICB Audit Committee	London School of Economics	yes	yes		direct	Visiting Professor in Practice			current	26/08/2022	10/07/2023	
	Vice-Chair of ICB Integrated Medicines Optimisation Committee	Social Security Advisory Committee	yes	yes		direct	Member and Vice-Chair		2016	current	31/07/2023	10/07/2023	
	Member of ICB Primary Care Committee	Fabian Society Commission on Poverty and Regional Inequality	yes	yes		direct	Commissioner		2021	current	26/08/2022	10/07/2023	
	Chair NCL People Board	Royal Society of Arts	no	no	yes	direct	Fellow			current	26/08/2022	10/07/2023	
		Institute for Employment Studies Commission on the Future of Employment Support	yes	yes	no	direct	Commissioner		2022	2024	26/08/2022	10/07/2023	
		Recovery Focus (a national voluntary organisation)	no	no	no	indirect	Partner is a Trustee			current	26/08/2022	10/07/2023	
		Furzedown Project, Wandsworth, Charity no 1076087	no			direct	Trustee		24/11/2022	current	24/11/2022	10/07/2023	
	Consultancy roles	no	no	no	indirect	My partner offers consultancy across the UK to mental health services, sometimes working with NHS Trusts, local authorities or voluntary sector organisations			current	26/08/2022	10/07/2023	I would declare a specific interest if my partner at any point worked with an organisation in North Central London, and recuse myself from any discussions relating to that organisation as needed	
Professor Ibrahim Ibrahim Abubakar	Non Executive Member, Member of the ICB Board										23/11/2023		
		University College London	yes	yes	no	direct	Pro-Provost (Health)		2023	current	23/11/2023		
		Faculty of Population Health Sciences, UCL Professor of Infectious Disease Epidemiology.	yes	yes	no	direct	Dean		2016	current	23/11/2023		
		Lancet Migration	yes	yes	no	direct	Chair		2016	current	23/11/2023		
		Lancet Nigeria Commission	yes	yes	no	direct	Chair		2022	current	23/11/2023		
		Fotude Ltd, Company number 13479358	yes	yes	yes	direct	Director		Jun-21	current	23/11/2023		
		National Institute for Health and Care Research	yes	yes	no	direct	Senior Investigator		2017	current	23/11/2023		
		Global Preparedness Monitoring Board.	yes	yes	no	direct	Member		2022	current	23/11/2023		
		NIHR RID-TB Programme Grant	yes	yes	no	direct	£2.5 million awarded to UCL via Whittington Health to conduct 2 trials nationally		2019	current	23/11/2023		
		Horizon Europe	yes	yes	no	direct	10 million Euros to UCL conduct covid variant work in the UK and 18 other countries		2022	2025	23/11/2023		
	Employment by Mount Vernon Cancer Centre	no	no	no	indirect	Partner		2018	current	23/11/2023			
	NTM Network UK (new charity for Non Tuberculous Mycobacteria)	no	yes	no	direct	Trustee		Dec-23	2025	23/11/2023			
Dr Christine Caldwell	Chief Nursing Officer	Middlesex University	no	yes	no	Direct	visiting honorary Professor		30/03/2023	current	30/03/2023	06/07/2023	
	Member of ICB Board	Barnet Enfield Haringey MHT	no	no	no	indirect	daughter is an employee		01/01/2023	current	06/07/2023		
	Member of Executive Management Team												
	Member of Quality and Safety Committee												
	Member of Strategy and Development Committee												
	Member of Primary Care Committee												
Mr Mark Lam	Board Member ICB		no	yes	no	Direct	Member		01/03/2023	current	12/04/2023	08/06/2023	
		Royal Free Hospitals	yes	yes	no	Direct	Chair		01/04/2021	current	12/04/2023	08/06/2023	
		North Middlesex University Hospital	yes	yes	no	Direct	Chair		01/10/2021	current	12/04/2023	08/06/2023	
		UCL Partners	yes	yes	no	Direct	Director		12/04/2021	current	12/04/2023	08/06/2023	
		UCL Health Alliance	yes	yes	no	Direct	Vice Chair		12/12/2022	current	12/04/2023	08/06/2023	
		Social Work England	yes	yes	no	Direct	Non Executive Director		11/01/2019	current	12/04/2023	08/06/2023	
		JT Group	yes	yes	no	Direct	Non Executive Director		01/04/2023	current	12/04/2023	08/06/2023	
		Games Workshop Group PLC	yes	yes	no	Direct	Non Executive Director		12/04/2023	current	12/04/2023	08/06/2023	
	Hastings International Piano	no	no	yes	direct	Trustee		27/05/2011	current	12/04/2023	08/06/2023		
Dr Usman Khan	Board Member ICB		no	yes	no	Direct	Member			current	07/09/2022	18/07/2023	
	Chair of ICB Primary Care Committee	ModusEurope	yes	yes	yes	Direct	director		29/11/2012	current	07/09/2022	18/07/2023	
	Chair of ICB Finance Committee	Motor Neurone Disease (Sales) Ltd	yes	yes	yes	Direct	director		27/06/2022	current	07/09/2022	18/07/2023	
	Member of ICB Audit Committee	London Metropolitan University	yes	yes	yes	Direct	Vice Chair of Governors and Chair of Finance & Audit Committee		01/08/2022	current	07/09/2022	18/07/2023	
	Member of ICB Remuneration Committee	Motor Neurone Disease Association	yes	yes	yes	Direct	Chair of Trustees / director		01/07/2021	current	07/09/2022	18/07/2023	
		FIPRA, a European public affairs consultancy	yes	yes	yes	Direct	Senior Advisor for EU Health Policy		01/50/2020	current	07/09/2022	18/07/2023	
		KU Leuven University, Belgium	yes	yes	yes	Direct	Visiting Professor in Health Management and Policy			current	07/09/2022	18/07/2023	
	Good Governance Institute	no	yes	No	Direct	Senior Advisor / Associate		01/02/2022	current	07/09/2022	18/07/2023		
Baroness Julia Neuberger DBE	Board Member ICB			yes	yes	direct	Member		01/07/2022	current	07/07/2022	16/07/2023	
	Member of ICB Strategy and Development Committee	UCLH	yes	yes	yes	direct	Chair		25/02/2019	current	07/07/2022	16/07/2023	
		Whittington Health Trust	yes	yes	yes	direct	Chair		01/04/2020	current	07/07/2022	16/07/2023	
		Walter and Liesel Schwab Charitable Trust	no	yes	no	direct	Trustee		06/12/2001	current	07/07/2022	16/07/2023	
		Rayne Foundation	no	yes	no	direct	Trustee		09/09/2018	current	07/07/2022	16/07/2023	
		Independent Age	no	yes	no	direct	Trustee		09/10/2019	current	07/07/2022	16/07/2023	
		The Lyons Learning Trust	no	yes	no	direct	Trustee		13/04/2016	current	07/07/2022	16/07/2023	
		Leo Baeck Institute	no	yes	no	direct	Trustee		15/07/2020	current	07/07/2022	16/07/2023	
		Yad Hanadiv Charitable Foundation	no	yes	no	direct	Trustee		2021	current	07/07/2022	16/07/2023	
		UK Commission on Bereavement	no	yes	no	direct	Member / Bereavement Commissioner		2021	current	07/07/2022	16/07/2023	
		UCL Health Alliance	no	yes	no	direct	Vice Chair		2021	current	07/07/2022	16/07/2023	
		House of Lords	yes	yes	no	direct	Independent Cross Bench Peer		2011	current	07/07/2022	16/07/2023	
		West London Synagogue	no	yes	no	direct	Rabbi Emirata		01/03/2020	current	07/07/2022	16/07/2023	
	Public Voice Representative	no	no	no	direct	Public Voice Representative		01/11/2022	current	16/07/2023			
Ms Harjinder Kandola MBE	Board Member ICB								01/07/2022	current	21/07/2022	10/07/2023	

Fotude does no business with the NHS and is a global health entity but registered in the UK

NCL ICB Board of Members Declaration of Interest Register - December 2023

		Barnet Enfield Haringey Mental Health Trust	yes	yes	yes	direct	Chief Executive	16/07/2018	current	21/07/2022	10/07/2023
		Camden and Islington Foundation Trust	yes	yes	yes	direct	Chief Executive	01/10/2021	current	21/07/2022	10/07/2023
Mr Ian Porter	Executive Director of Corporate Affairs	no interests declared	No	No	No	No		01/11/2016	current	01/07/2022	12/07/2023
	Board Attendee ICB										
	Audit Committee, attendee										
	Procurement Oversight Group, voting member										
	Remuneration Committee, attendee										
	Member of ICB Executive Management Team										
	System Management Board, attendee										
	Member of ICS Community Partnership Forum										
Mr John Hooton	Board Attendee ICB		no	yes	no	direct		01/07/2022	current	06/07/2022	06/07/2023
		Barnet Borough Council	yes	no	yes	direct	Chief Executive	01/02/2017	current	06/07/2022	06/07/2023
		Live Unlimited Charity (no 1176418)	no	yes	no	direct	Chair of Trustee	01/03/2018	current	06/07/2022	06/07/2023
Dr Jonathan Levy	Board Attendee ICB		yes	yes	no	Direct		01/07/2022	current	04/07/2022	08/09/2022
	Member of ICB Quality and Safety Committee	James Wigg and Queens Crescent Practices	Yes	Yes	No	Direct	GP Partner	15/11/2015	current	10/09/2019	08/09/2022
	Chair of ICB Integrated Medicines Optimisation Committee	Enterprise Medic Limited	Yes	Yes	No	Direct	Consultancy services to James Wigg and Queens Crescent Practice. Sole Director and sole shareholder	01/09/2015	current	10/09/2019	08/09/2022
		Kentish Town South Primary Care Network	Yes	Yes	No	Direct	Practice is a member of PCN	10/09/2019	01/07/2019		08/09/2022
		South Kentish Town PCN Ltd (Company number 12723647)	Yes	Yes	No	Direct	Practices are members of the PCN and I am the Clinical Director	06/07/2020	current	08/02/2021	08/09/2022
		Camden Health Partners	Yes	Yes	No	Direct	Shareholder in GP Federation	15/11/2016	current	10/09/2019	08/09/2022
Dr Simon Caplan	Board Member ICB		yes	yes	no	Direct		01/07/2022	current	04/07/2022	10/07/2023
	Member of ICB Audit Committee	Fernele Surgery	Y	Y	Y	Direct	Partner	1990	current	26/01/2021	10/07/2023
	Member of ICB Strategy and Development Committee	NCL GP Providers Alliance	no	Y	Y	Direct	Board Member	01/05/2022	current	04/07/2022	10/07/2023
	Chair of Medicines Clinical Reference Group	Jewish Care (National charity)	no	Y	Y	Direct	Member of Clinical Governance Committee	2010	current	26/01/2021	10/07/2023
		Federated4Health	no	Y	Y	Direct	Practice is a member	2016	current	26/01/2021	10/07/2023
		Welbourne PCN	no	Y	Y	Direct	Practice is a member	01/06/2020	current	26/01/2021	10/07/2023
		NHSE & I (London region) Medical Directorate	Y	Y	Y	Direct	Senior Clinical Advisor NHSE & I	01/04/2020	current	26/01/2021	10/07/2023
Dr Alpesh Patel	Board Member Attendee and Chair of GPPA	White Lodge Medical Practice	Yes	Yes	No	direct	GP Partner	1998	current	27/01/2016	11/07/2023
		General Practice Providers Alliance (GPPA)	Yes	Yes	No	direct	Chair	2022	current	11/07/2023	
		UCL Health Alliance	Yes	Yes	No	direct	Director	03/04/2023	current	11/07/2023	
		Gemini Health	Yes	Yes	No	indirect	Director	Aug-17	current	27/01/2016	11/07/2023
		Enfield Healthcare Cooperative	Yes	Yes	No	indirect	Co Chair and Executive Director	Sep-17	current	27/01/2016	11/07/2023
		Enfield One Ltd	Yes	Yes	No	indirect	Director		current	27/01/2016	11/07/2023
		White Lodge Medical Practice Ltd	Yes	Yes	No	indirect	Director	2009	current	27/01/2016	11/07/2023
		Equity Health LLP	Yes	Yes	No	indirect	Director	Nov-08	current	27/01/2016	11/07/2023
		Enfield Health Partnership Limited, Provider of community gynaecology service	Yes	Yes	No	indirect	Shareholder 5%	Mar-13	current	27/01/2016	11/07/2023
		Enfield Healthcare Alliance	Yes	Yes	No	indirect	Shareholder less than 5% (as White Lodge	2015	current	27/01/2016	11/07/2023
		Local Medical Committee	No	Yes	No	indirect	member	11/09/2014	current	31/07/2023	11/07/2023
		BEH MHT	No	Yes	No	indirect	spouse is a Psychiatrist at Trust	27/01/2016	current	27/01/2016	11/07/2023
		Evergreen Surgery	Yes	Yes	Yes	direct	Director	2007	current	27/01/2016	11/07/2023
		NCL training Hub	Yes	Yes	Yes	direct	Clinical Lead	01/04/2022	current	12/12/2022	11/07/2023
		NHSE	Yes	Yes	Yes	direct	GP Appraiser	2016	current	12/12/2022	11/07/2023
		Enfield Borough Partnership Convenor	Yes	Yes	Yes	direct	Convenor	01/05/2023	current	11/07/2023	
		Enfield Health Partnership Limited (Federation)	Yes	Yes	Yes	direct	co-chair	mid 2020	current	12/12/2022	11/07/2023
		Enfield Care Network	Yes	Yes	Yes	direct	Practice is a member of PCN	01/07/2019	current	08/05/2020	11/07/2023
Kaya Comer-Schartz	Board Member attendee and Leader of Islington Borough Council	Islington Borough Council	yes	yes	yes	direct	Leader of the Council		current	14/12/2022	03/08/2023
		Junction Ward - Islington Borough	yes	yes	no	direct	Councillor Representative, Labour		current	14/12/2022	03/08/2023
Richard Dale	Executive Director of Transtion and Performance	No interests declared	No	No	No	No		03/07/2018	current	04/09/2019	24/07/2023
	Member of Executive Management Team										
	ICB Board of Members, attendee										
	Finance Committee, attendee										
	Audit Committee, attendee										
	Strategy and Development Committee, attendee										
	Quality and Safety Committee, member										
	ICS Community Partnership Forum, member										
Sarah Mansuralli	Chief Development and Population Health Officer	No interests declared	No	No	No	No		07/11/2018	current	07/11/2019	07/07/2023
	Member of Executive Management Team										
	Attend ICB Board of Members										
	Exec Lead for Strategy and Development Committee										
	Attend Finance Committee										
	Attend Procurement Oversight Group										
Sarah McDonnell-Davies	Executive Director of Place	No interests declared	no	no	no	no		20/06/2018	current	20/06/2018	14/07/2023
	Member of Executive Management Team										
	Attend ICB Board of Members										
	Attend Strategy and Development Committee										
	Exec Lead for Primary Care Committee										

NCL ICB Board of Members Declaration of Interest Register - December 2023

	Exec Lead for Integrated Medicines Optimisation Committee attend other NCL / Borough related meetings as required												
Sarah <b>Morgan</b>	Chief People Officer Member of the Executive Member Team	Good Governance Institute	no	no	yes	Direct	Faculty member	01/12/2020	current	04/07/2022	06/07/2023	manage contributions in line with ICB guidance	
	Attend Remuneration Committee												
	Attend Primary Care Committee												
	Member of People Board												
	Member of People and Culture Oversight Group												
	Member of the Strategic Development and Population Health Committee												
		Fresh Visions People Ltd Charity no 1091627	no	no	yes	Direct	Trustee / Director	22/04/2022	current	04/07/2022	06/07/2023	Ensure that any contractual arrangements that may involve Fresh Visions or the parent organisation Southern Housing are declared as a conflict of interest as operate out of London	
Becky <b>Booker</b>	Director of Financial Management Attendee of Audit Committee, Finance Committee	None	No	No	No	None	n/a	n/a	n/a	18/10/2017	20/10/2022		
Gary <b>Sired</b>	Director of System Financial Planning Attendee at ICB Finance Committee	none	n/a	n/a	N/A	N/A				16/10/2018	10/10/2022		



**North Central London ICB  
Board of Members Meeting  
5 December 2023**

<b>Report Title</b>	Start Well: Pre-consultation business cases and proposed public consultation	<b>Date of report</b>	28 November 2023	<b>Agenda Item</b>	2.1
<b>Lead Director / Manager</b>	Sarah Mansuralli, NCL ICB Chief Strategy and Population Health Officer	<b>Email / Tel</b>		<a href="mailto:sarah.mansuralli@nhs.net">sarah.mansuralli@nhs.net</a>	
<b>Board Member Sponsor</b>	Sarah Mansuralli, NCL ICB Chief Strategy & Population Health Officer				
<b>Report Author</b>	Anna Stewart, Start Well Programme Director	<b>Email / Tel</b>		<a href="mailto:anna.stewart3@nhs.net">anna.stewart3@nhs.net</a>	
<b>Name of Authorising Finance Lead</b>	Phill Wells, NCL ICB Chief Finance Officer	The financial implications of the potential service changes have been fully considered as part of the development of the pre-consultation business cases. This has been a robust process involving ICB CFO challenge and consideration of the capital implications and system prioritisation of capital at the NCL System Management Board. The financial implications have been signed off through the programme's governance and has been assured by NHS England London Region.			
<b>Report Summary</b>	<p>The Start Well Programme was initiated in November 2021 to ensure that hospital-based maternity, neonatal and children and young people's services are best set up to meet the needs of our population. The Start Well programme is part of wider strategic planning for health and care across the NCL Integrated Care System aiming to deliver our population health strategy and reduce inequalities amongst our residents.</p> <p>We have brought several updates to the ICB Board about progress of the programme to date including on our case for change and recommendation to commence an options appraisal around the configuration of our maternity and neonatal services as well as paediatric surgical services.</p> <p>Specifically at the meeting held in November 2022, the ICB Board agreed to commence an options appraisal exploring:</p> <ul style="list-style-type: none"><li>• All possible site specific options for having four obstetric led birthing units co located with four neonatal units (three of which will be level 2 and one will be level 3), instead of the current five (excluding the specialist level 3 at GOSH)</li><li>• Additionally, set out the option of no longer having a standalone midwifery unit</li></ul>				



- Set out all possible site-specific options or options for the creation of a centres of expertise for the delivery of paediatric surgery for low volume specialities and very young children

There are several documents that form part of this update:

- [Maternity and neonatal services pre-consultation business case](#)
- [Edgware Birth Centre addendum to the maternity and neonatal pre-consultation business case](#)
- [Maternity and neonatal services interim integrated impact assessment \(IIA\)](#)
- [Maternity and neonatal services pre-consultation engagement report](#)
- [Paediatric surgery pre-consultation business case](#)
- [Paediatric surgery interim integrated impact assessment](#)
- [London Clinical Senate Review](#)

These pre-consultation business cases and associated documents describe the in-depth review and analysis of the evidence that has enabled us to establish proposed options for formal public consultation to address our case for change in maternity, neonatal and paediatric surgical care.

We believe these pre-consultation business cases:

- Clearly describe a compelling case for change with regard to the configuration of services to improve the quality of care and outcomes
- Provide background to the proposals and explain the objectives to be achieved
- Describe the strategic policy context
- Demonstrate how we have involved staff, stakeholders, patients, the public and local communities in this work and present feedback from our engagement with different stakeholder audiences to date
- Set out the rationale for the proposals and make the case for change at a strategic level
- Articulate our vision and our proposed future clinical models to achieve this
- Map out the options we have considered for future provision of sustainable care
- Describe how the options have been explored and appraised, explaining how we have selected the proposed options for public consultation
- Detail the impact and benefits associated with the proposed options for public consultation
- Outline the next steps of the proposed formal public consultation process and beyond.

#### **The number of overall number of maternity and neonatal units in NCL**

The documents that relate to these proposals are:

- Maternity and neonatal services pre-consultation business case
- Maternity and neonatal services interim integrated impact assessment (IIA)
- Maternity and neonatal services pre-consultation engagement report
- Clinical senate report

For maternity and neonatal services, we propose consulting on the care model that was agreed by the ICB Board at their November 2022 meeting. This care model has four maternity and neonatal units, with three sites having a level 2 Local neonatal unit, and a level 3 neonatal intensive care at UCLH which was agreed as a fixed point during the options appraisal.

In total, four options were appraised for the implementation of our new care model. Two of these options were not considered to be deliverable because of the large number of patients that would need to go to hospitals in Hertfordshire and West Essex, and in North East London to give birth and for neonatal care. This means that two options for consultation have been identified:

- Option A: UCLH, North Mid, Barnet, Whittington Hospital (no maternity or neonatal services at Royal Free Hospital)
- Option B: UCLH, North Mid, Barnet, Royal Free Hospital (no maternity or neonatal services at Whittington Hospital)

Option A has been identified as the preferred option for consultation because:

- It would be easier to implement than option B from a workforce perspective and cause less disruption to a smaller number of staff
- Option A would result in projected patient flows of 850 deliveries per year to hospitals in North West London (NWL) which NWL ICB has confirmed could be delivered within existing capacity. In option B patient flow to North East London would be more difficult to manage than patient flow to NWL in option A

We are not proposing consulting on an option to maintain the status quo as it does not provide a sustainable, long-term solution to our case for change. This is because:

- The neonatal unit at the Royal Free Hospital does not treat enough babies each year for staff to maintain their specialist skills and competencies. There are safety measures in place to ensure the unit remains safe, but a long-term solution is required
- There are lots of staff vacancies which will continue to be challenging to recruit to across five units as opposed to four
- Our current model of care does not meet best practice guidelines and clinical standards and we would not be able to achieve our ambitions for maternity and neonatal care

### **The birthing suites at Edgware Birth Centre**

The documents that relate to these proposals are:

- Edgware Birth Centre addendum to the maternity and neonatal pre-consultation business case
- Maternity and neonatal services interim integrated impact assessment (IIA)
- Maternity and neonatal services pre-consultation engagement report
- Clinical senate report

We are proposing a separate consultation question on closure of the birthing suites at Edgware Birth Centre. Antenatal and postnatal care would continue to be provided on the site. In addition, NCL would continue to promote choice of midwifery led delivery through alongside midwifery led units, as well as home births. The reason we are consulting on this is because:

- Edgware Birth Centre does not provide the right type of maternity capacity for our population, with analysis suggesting only 30% of women across NCL would be clinically appropriate to give birth there
- Births are becoming more complex and are anticipated to decline over the next 10 years, meaning it would be very difficult to increase activity at the unit
- The number of births at the unit has been declining and it is one of units with the smallest number of births in the country, with only 34 births in the last financial year
- We do not have the workforce to support the unit as well as our other alongside midwifery-led units which leads to short term closures of the service

- There are opportunities to use the space at the site in a better way and provide antenatal and post-natal services for our local population which are more in line with their needs

### **Surgical care for babies, children and young people**

The documents that relate to these proposals are:

- Paediatric surgery pre-consultation business case
- Paediatric surgery interim integrated impact assessment
- Clinical senate report

For paediatric surgical services we propose consulting on one option which includes two sites which would deliver our new model of care. This new model of care consolidates surgery for very young children and specialties where this is happening in low volumes at a smaller number of sites. The option for consultation is:

- Centre of expertise: emergency and planned inpatient to be located at Great Ormond Street Hospital
- Centre of expertise: day case to be located at University College London Hospital

To evaluate options, we used the criteria of quality of care; workforce; access to care; and affordability and value for money and concluded:

- the only viable option for the proposed centre of expertise for emergency and planned inpatient surgery would be Great Ormond Street Hospital (GOSH) because:
  - if the centre of expertise was in any other location, we would need to recruit a large number of additional specialist surgical staff to run the centre
  - currently, most emergency surgery for children under 3 and most planned inpatient surgery already takes place at GOSH.
- the only viable location for the proposed centre of expertise for planned day surgery would be UCLH, because:
  - it is the only hospital that currently has consultant paediatric anaesthetists based on-site who can provide care for children aged 1 to 2 years
  - UCLH already provides around two thirds of the current children and young people's day case operations in NCL.

### **Assurance and sign off**

We have assured, approved and signed-off the PCBCs within the programme's governance process and structure. This includes:

- External assurance through both the London Clinical Senate and NHS England
- Sign off by the Start Well programme board
- Our approach to consultation will be discussed with the NCL Joint Health Overview and Scrutiny Committee that provides local authority scrutiny of this programme and its work
- The Strategy and Development Committee will oversee the development of the detailed consultation plan should this be agreed

### **Specialised Commissioning Decision Making**

Separate decision making is required by NHSE London Region Specialised commissioning as the commissioners of neonatal care and some paediatric surgery. The London Joint Committee for specialised services met and supported the proposals set out in the PCBCs and the move to public consultation. The decision will be ratified by the London Regional Executive.

	<p><b>Relevant policy and guidance</b> When major changes to NHS services are proposed, communications and engagement should be central at all stages of the process of developing proposals, considering options and making decisions. In the ICB's role as commissioner, it will need to consider the following legal duties:</p> <ul style="list-style-type: none"> <li>• NHS Act 2006 (as amended by the Health and Social Care Act 2012 and Health and Care Act 2022) –s14Z45 (ICBs), s13Q (NHS England)</li> <li>• In general, where substantial development or variation changes are proposed to NHS services, there is a separate requirement to consult the local authority under regulation 23 of the Local Authority (Public Health, Health &amp; Wellbeing Boards and Health Scrutiny) Regulations 2013 ("the 2013 Regulations") made under s.244 NHS Act 2006. This is in addition to the duties under the 2006 Act relating to involvement and consultation set out above. The local authority can trigger a referral to the Secretary of State and the Independent Reconfiguration Panel.</li> </ul> <p><b>Next steps</b> Following consultation, NCL ICB and NHS England London Region Specialised Commissioning will:</p> <ul style="list-style-type: none"> <li>• Develop the decision-making business case using the results of formal public consultation to improve, refine and shape our proposals for final decision-making and to review any additional evidence or information that has come to light during the consultation period and is relevant to our proposals.</li> <li>• Undertake the decision-making process and communicate the results of this process to our audiences and stakeholders.</li> <li>• Continue to engage and involve audiences and stakeholders in the development of implementation plans should the decision to go ahead with our proposals be agreed.</li> </ul>
<p><b>Recommendation</b></p>	<p>The Board of Members is asked to:</p> <ul style="list-style-type: none"> <li>• <b>APPROVE</b> the pre-consultation business cases</li> <li>• <b>AGREE</b> to launch consultation on the proposed options for consultation contained within the pre consultation business cases on 11 December 2023 for 14 weeks, noting the consultation plan within the pre consultation business cases.</li> </ul>
<p><b>Identified Risks and Risk Management Actions</b></p>	<p>The top four risks recorded on the Programme Board's risk register are as follows:</p> <ul style="list-style-type: none"> <li>• Staff concerns about potential future changes to services leading to difficulty recruiting and retaining staff working in services. <ul style="list-style-type: none"> <li>○ To mitigate this a robust communication and engagement strategy has been put in place to ensure that staff are updated with consistent messaging about the programme at regular intervals. Further mitigations will be explored through the CRG, which include monitoring of recruitment and retention patterns across services and early warning of issues as well as other measures</li> </ul> </li> <li>• System Planning System pressures such as RSV and further COVID surges, strikes together with other unforeseen pressures, lead to challenges with engagement and a subsequent delay in future elements of the programme. <ul style="list-style-type: none"> <li>○ To address issues a flexible plan is in place that builds in additional time and alternative processes should system pressures over the winter period start to impact progress.</li> </ul> </li> <li>• Insufficient capital funding to support Start Well and/or changes to the financial position over time. <ul style="list-style-type: none"> <li>○ To mitigate this risk the programme is working with the ICS to understand the medium-term availability of capital across the system</li> </ul> </li> </ul>

	<p>and Start Well has been identified as a system priority within this allocation by all NCL CEOs via the System Management Board.</p> <ul style="list-style-type: none"> <li>• Public and stakeholder objections lead to delays to the programme. <ul style="list-style-type: none"> <li>○ Mitigations include a diverse Programme Board that includes a wide range of stakeholders to ensure a multi-agency approach is in place, recognising the implication of these proposals on other London and other neighbouring ICS. In addition, there is regular review of the governance framework, a stakeholder communications plan to ensure all relevant stakeholders are engaged, updated and encouraged to feedback and a flexible, an evolving communications plan that underpins the programme and a patient and resident engagement strategy to ensure patients are front and centre of the review. This includes a Youth forum, youth mentoring and a Patient and Public engagement group (PPEG). The Chair of the PPEG also sits on the Programme Board.</li> </ul> </li> </ul> <p>Clinical and operational risks and mitigations in relation to the proposals are covered in Section 7 of both PCBCs.</p>
<b>Conflicts of Interest</b>	None to note. A comprehensive conflict of interest register for all members of the Programme Board is in place and forms part of each agenda as a standing item to ensure full transparency.
<b>Resource Implications</b>	Start Well is a system priority programme and funding has been identified from ICS system budgets alongside considerable in-kind system resources in terms of executive clinical leadership and participation of clinical staff, communications, OD, and financial leads in workstreams supporting the programme.
<b>Engagement</b>	<p>A comprehensive communications and engagement plan is in place to support the planned 14-week public consultation, with communication and engagement leadership fully embedded in the programme team and close working with partner communications and engagement teams in Trusts. The plan covers:</p> <ul style="list-style-type: none"> <li>• Staff engagement and communication</li> <li>• Stakeholder engagement</li> <li>• Patient and resident engagement and communication.</li> </ul>
<b>Equality Impact Analysis</b>	<ul style="list-style-type: none"> <li>• An extensive equality impact assessment has been undertaken to inform the interim integrated impact assessment (IIA). This has identified population groups that are potentially impacted by proposals and what the impact could be on them. We have also given an indication of mitigations that we may put in place should changes be agreed.</li> <li>• We would seek to engage with all groups that are identified in our interim IIA as part of consultation to understand the impact of proposals on them and to support the further development of mitigation.</li> </ul>
<b>Report History and Key Decisions</b>	<ul style="list-style-type: none"> <li>• September 2022 – next steps for the programme, governance and a report on the 10-week engagement period were presented at the ICB Board meeting.</li> <li>• November 2022 – approval sought for the recommendation to move to an options appraisal around the implementation of the maternity, neonatal and children and young people’s surgery care models.</li> <li>• March 2023 - an update on the options appraisal as well as an amendment to the previously agreed paediatric surgery care model and recommendation.</li> <li>• July 2023 – update presented to the Board on the actions arising from the case for change but outside of the options appraisal.</li> </ul>

<b>Next Steps</b>	<ul style="list-style-type: none"> <li>• Subject to approval from the Board on 5 December 2023, commence a 14-week formal public consultation from 11 December around proposals outlined in the pre-consultation business cases.</li> <li>• Following consultation, provide an update to the Board about the feedback received during the consultation period and how this will inform the next steps of the programme.</li> </ul>
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Maternity and neonatal services pre-consultation business case</li> <li>2. Edgware Birth Centre addendum to the maternity and neonatal pre-consultation business case</li> <li>3. Maternity and neonatal services interim integrated impact assessment (IIA)</li> <li>4. Maternity and neonatal services pre-consultation engagement report</li> <li>5. Paediatric surgery pre-consultation business case</li> <li>6. Paediatric surgery interim integrated impact assessment</li> <li>7. Clinical senate report</li> </ol> <p>Note: these documents are versions to be reviewed by the ICB Board for approval and to seek agreement to commence a public consultation. Should a consultation be agreed, additional materials would be published that seek to explain proposals in a more accessible way. This includes ensuring that documents reviewed by the Board are available with alternative text for images for those that use screen readers.</p>