

North Central London Start Well programme: appendices to the maternity and neonatal services decision- making business case

March 2025



North Central London
Health and Care
Integrated Care System

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Appendix A – NCL JHOSC feedback letter



23rd August 2024

George Meehan House,
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Wood Green,
N22 8JZ

Contact: Dominic O'Brien, Principal Scrutiny Officer
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Dear Anna,

Further to the recent meeting of the North Central London Joint Health Overview & Scrutiny Committee (NCL JHOSC) on 25th July 2024, I am writing to you on behalf of the Committee to summarise our main areas of focus relating to the NCL Start Well programme.

The Committee previously received information about the Start Well programme at a meeting in November 2023 at which you provided details of a forthcoming public consultation regarding proposed changes to maternity and neonatal services and children's surgery. At this meeting, the Committee was informed that, due to various factors (including a declining birth rate, an increased number of complex births, an imbalance of demand across services leading to over/underutilisation of particular units and the fabric of estates not meeting best practice standards), the existing model for these services was no longer sustainable in NCL. The proposed changes included:

- Moving to a model with four units providing maternity and neonatal care instead of five units. This would mean the closure of maternity and neonatal services at either the Royal Free Hospital or the Whittington Hospital.
- This would mean having three Level 2 units and one specialist Level 3 neonatal intensive care unit at University College London Hospital (UCLH).
- There would no longer be a Level 1 unit or a stand-alone birthing centre.
- Pathways for paediatric surgical care would be streamlined.

After consideration of the report and discussions at the meeting, the Committee made a series of recommendations relating to the consultation process including:

- The need for the public to be made aware of the underlying support of NHS Trusts for the proposals, including Trusts directly affected by the potential closure of a unit as this was particularly relevant to any local debate on this issue.
- The importance of clarity over the capital funding being provided under either of the main two options and the need to address any potential risks over the longer-term of

insufficient capital funding to support the ongoing cost of Start Well programme, including any possible hidden costs.

- To engage with residents over the development of mitigations for people who may be affected by additional transport costs.
- To closely monitor and report back to the JHOSC on the ongoing modelling of patient flows as current predictions may not necessarily match the choices that patients subsequently make in future years.

Following the conclusion of the consultation process, which ran from December 2023 to March 2024, an independent organisation (ORS) conducted an analysis of the feedback received. Further details about the consultation process and the key findings from an interim report from ORS was provided to the Committee meeting in July 2024. We understand that the full evaluation report will be available in autumn 2024.

The Committee has understood that the direction of travel outlined through the consultation has been clinically-led and has acknowledged the potential benefits of the changes overall. However, the Committee also wishes to emphasise that there are some remaining areas where further details and clarification will be required as the process moves forward, most notably on the additional financing that would be provided to improve the remaining units and also the ongoing modelling of the anticipated patient flows resulting from the proposed changes.

The Committee also acknowledges the efforts that have been made through the consultation process to engage with potentially impacted groups, including those who may find it more difficult to provide feedback or who are potentially less willing or able to engage. Having established connections with these groups, the Committee highlighted the importance of continuing this dialogue during and after the implementation of the proposed changes to ensure that any ongoing concerns are captured and addressed. This could include, for example, monitoring any transport issues that they may experience and ensuring high attendance rates at antenatal classes.

Finally, the Committee wishes to reiterate that its comments at this stage are based only on having seen the interim report on the consultation results and that we await the full analysis report which is expected to be made available later this year.

On behalf of the Committee, I would like to thank you and your team for your continued engagement on this issue and I look forward to further discussions in the coming months.

Yours sincerely,

Cllr Pippa Connor

Chair of the North Central London Joint Health Overview & Scrutiny Committee

cc Sarah Mansuralli, Chief Strategy and Population Health Officer, NCL ICB

Appendix B – list of meetings attended or facilitated during the consultation period

Date	Meeting Name	Borough	Further location detail	Number of attendees
11/12/2023	Camden Labour Group briefing	Camden		25
12/12/2023	Haringey Start Well Partnership meeting	Haringey		20
13/12/2023	NCL ICB all staff briefing	NCL ICB Internal		350
13/12/2023	NCL staff side partnership meeting	NCL-wide		10
18/12/2023	MP Briefing - Bambos Charalambous	Enfield		2
20/12/2023	Brent Integrated Care Partnership Executive Meeting	Brent		15
21/12/2023	NCL Primary Care Operations Group	NCL		38
03/01/2024	Whittington Hospital - drop in	Islington		51
04/01/2024	NCL GP Webinar	NCL		78
08/01/2024	Barnet General Practice Patient Participation Group Network	Barnet		13
09/01/2024	Brent Connects - Harlesden	Brent	Harlesden	35
09/01/2024	Brent Councillors Briefing	Brent		26
10/01/2024	NCL VCSE Alliance	NCL-wide		10
11/01/2024	Royal Free Hospital - staff	Camden		21
11/01/2024	Egware Birth Centre - drop in	Barnet	Edgware	26
11/01/2024	Brent Connects - Kilburn	Brent	Kilburn	35
11/01/2024	Haringey GP Collaborative meeting	Haringey		8
12/01/2024	Royal Free Hospital - obstetric consultants	Camden		19
12/01/2024	NCL ICS Children, Young People, Maternity and Neonatal Services Board	NCL Wide		15
13/01/2024	Edmonton Community Partnership community advice breakfast club	Enfield	Edmonton	50

15/01/2024	Royal Free Hospital - staff	Camden		19
16/01/2024	Enfield Voluntary and Community Stakeholder Reference Group	Enfield		15
16/01/2024	Camden Council Parents Advisory Board	Camden		8
16/01/2024	NHSE London Joint Committee for Specialised Delegation	Pan-London		30
16/01/2024	UCLH paediatric clinic - drop in	Camden		51
17/01/2024	North Middlesex Hospital - drop in	Enfield		11
17/01/2024	Islington Children and Families Partnership Board	Islington		15
18/01/2024	Barnet Hospital - drop in	Barnet		32
18/01/2024	NCL ICB meeting with local authority councillors	NCL-wide		10
18/01/2024	Haringey Somali Community Network	Haringey		12
18/01/2024	NCL Allied Health Professionals Council Meeting	NCL-wide		18
18/01/2024	Charedi Women's Health Alliance	North London		8
19/01/2024	Northern Health Centre - drop in	Islington	Holloway	16
19/01/2024	Maternity Voices Partnership Chair - North Middlesex Hospital	NCL Wide		2
19/01/2024	Maternity Voices Partnership Chair - UCLH	NCL Wide		1
20/01/2024	Brent Health Matters - Central Mosque of Brent	Brent	Willesden	100
22/01/2024	Camden General Practice Patient Participation and Engagement Group	Camden		26
23/01/2024	Brent Connects Willesden meeting	Brent	Willesden	37
23/01/2024	NCL ICS Estates Board	NCL-wide		26
23/01/2024	Whittington Health - community midwifery staff	Islington		21
23/01/2024	UCLH - neonatal consultant staff	Camden		11
23/01/2024	Camden Health Overview and Scrutiny Committee	Camden		8
23/01/2024	NCL Community Partnership Forum	NCL-wide		13
23/01/2024	Barnet Borough Partnership meeting	Barnet		24

24/01/2024	Tynemouth Road Health Centre - drop in	Haringey	Tottenham	36
25/01/2024	Royal Free Hospital - antenatal clinic drop in	Camden		38
25/01/2024	Harrow Health and Wellbeing Board	Harrow		20
25/01/2024	North Middlesex Hospital - Babies, Children's and Young People's Board meeting	Enfield		15
25/01/2024	NCL GP Provider Alliance Board	NCL		15
25/01/2024	Chase Farm Hospital - drop in	Enfield		12
26/01/2024	Maternity Voices Partnership Chair - Whittington Health	Islington		1
26/01/2024	Whittington Health - staff	Islington		45
26/01/2024	Brent Health Matters - Harlesden Methodist Church	Brent	Harlesden	20
29/01/2024	Whittington Hospital - drop in	Islington		30
29/01/2024	Elfrida Society - focus group	Islington	Highbury	6
29/01/2024	Royal Free Hospital - consultant obstetricians	Camden		13
29/01/2024	Royal Free London NHS Foundation Trust - Council of Governors	NCL-wide		25
30/01/2024	Healthwatch Enfield Local Committee Meeting	Enfield		5
30/01/2024	Tynemouth Road Health Centre - drop in	Haringey	Tottenham	7
30/01/2024	Royal Association for Deaf People	-		2
30/01/2024	Brent Health Overview and Scrutiny Committee	Brent		20
30/01/2024	Brent Health Matters - Pakistani Community Centre	Brent	Willesden	5
31/01/2024	Manor Gardens Centre coffee morning	Islington	Holloway	18
31/01/2024	Camden GP Engagement Event	Camden		30
31/01/2024	Wightman Road Mosque	Haringey	Hornsey	9
31/01/2024	Enfield Borough Partnership	Enfield		20
31/01/2024	Women aged 35+ focus group	NCL-wide		4

01/02/2024	UCLH - senior midwifery staff	Camden		17
01/02/2024	NCL and UCLH General Practice Interface Meeting	Camden / Islington		16
01/02/2024	Maternity Voices Partnership Chair - Royal Free London	Camden		1
02/02/2024	Start Well Patient and Public Participation Group	NCL-wide		5
02/02/2024	Wightman Road Mosque drop in	Haringey	Hornsey	15
03/02/2024	Umoja - African Health Forum	Camden	Gospel Oak	10
05/02/2024	Women aged 35+ focus group	NCL-wide		1
06/02/2024	Camden Start well and Family Hubs Board	Camden		20
06/02/2024	Voluntary Action Harrow - Early Years Forum	Harrow		6
07/02/2024	Haringey Council Women's VCS Network	Haringey		11
07/02/2024	Royal Free Hospital - drop in	Camden		30
07/02/2024	The Interlink Foundation - focus group	Hackney	Stamford Hill	9
07/02/2024	Boogie Angels - stay and play - St Gabriel's Church	Brent	Willesden	15
07/02/2024	Maternity service user experience - Brent	Brent	Harlesden	3
07/02/2024	Royal Free Hospital - staff	Camden		10
08/02/2024	Stonegrove Community Trust - drop in	Barnet	Edgware	12
08/02/2024	Brent GP Forum	Brent		60
08/02/2024	Bemerton Childrens Centre - staff	Islington	Caledonian Road	4
08/02/2024	Bemerton Childrens Centre - residents	Islington	Caledonian Road	5
08/02/2024	Islington Keep Our NHS Public	Islington		11
08/02/2024	North Middlesex Hospital - drop in	Enfield		25
09/02/2024	Eldon Children's Centre	Enfield	Edmonton	15
09/02/2024	GOSH staff feedback	Camden		11
12/02/2024	Archway Children's Centre - stay and play	Islington	Archway	15

12/02/2024	Camden Council West Neighbourhood Network	Camden		16
12/02/2024	Youth Summit	NCL-wide		18
12/02/2024	UCLH senior paediatric nursing staff	Camden		14
13/02/2024	Barnet Multifaith Forum	Barnet		12
13/02/2024	Harrow Primary Care Forum	Harrow		34
13/02/2024	UCLH Governors Forum	Camden		17
13/02/2024	Royal Free Hospital - night staff	Camden		5
13/02/2024	Barnet hospital - drop in	Barnet		44
13/02/2024	Royal Free Hospital - night staff	Camden		2
14/02/2024	Andover Community Centre - stay and play	Islington	Finsbury Park	12
14/02/2024	Barnet Hospital - staff	Barnet		2
14/02/2024	Assunah Women's Group	Haringey	Tottenham	8
15/02/2024	UCLH staff - Virtual Midwifery Forum	Camden		30
15/02/2024	New River Green Childrens Centre	Islington	Canonbury	6
15/02/2024	Chase Farm Hospital - drop in	Enfield		13
15/02/2024	Edgware Birth Centre - staff feedback	Barnet	Edgware	10
16/02/2024	GOSH staff	Camden		49
16/02/2024	Interview - service user with experience of perinatal mental health services	-		1
19/02/2024	Park Lane Children's Centre - Turkish and Bulgarian stay and play	Haringey	Tottenham	4
19/02/2024	Harrow Citizens Forum	Harrow		42
19/02/2024	Triangle children's centre - stay and play	Haringey	Tottenham	12
19/02/2024	Triangle children's centre - Orthodox Jewish families stay and play	Haringey	Tottenham	7
19/02/2024	Stonegrove Community Trust - drop in	Barnet	Edgware	10

20/02/2024	Interview - service user with experience of perinatal mental health services	-		1
20/02/2024	Islington drop in - open to all - Finsbury Park Trust	Islington	Finsbury Park	1
20/02/2024	Barnet Council Health and Parent Champions	Barnet		8
20/02/2024	UCLH antenatal clinic - drop in	Camden		15
20/02/2024	Interview - service user with experience of perinatal mental health services	-		1
20/02/2024	A-class nursery - focus group	Haringey	Tottenham	8
21/02/2024	Tynemouth Road Health Centre - drop in	Haringey		17
21/02/2024	Interview - service user with experience of maternal medicine services	-		1
21/02/2024	Interview - service user with experience of maternal medicine services	-		1
21/02/2024	Interview - service user with experience of perinatal mental health services	-		1
21/02/2024	Romanian and Eastern European Centre - stay and play	Brent	Wembley	6
21/02/2024	Whittington Health - neonatal consultants	Islington		11
21/02/2024	Engagement with the Orthodox Jewish community	Barnet	Golders Green	10
21/02/2024	Royal Free Hospital children's clinic - drop in	Camden		15
22/02/2024	Whittington Health - maternity staff	Islington		10
22/02/2024	Royal Free Hospital - staff	Camden		7
22/02/2024	Royal Free Hospital - antenatal clinic drop in	Camden		12
22/02/2024	RISE Project - Somali parents (mental health support group)	Haringey	Tottenham	11
22/02/2024	Interview - service user with experience of perinatal mental health services	-		1
22/02/2024	GOSH Council of Governors	Camden		24
22/02/2024	GOSH staff	Camden		27

22/02/2024	Haringey Adults and Health Scrutiny Panel	Haringey		20
23/02/2024	Interview - service user with experience of maternal medicine services	-		1
23/02/2024	Hornsey Central Health Centre - drop in	Haringey	Crouch End	15
23/02/2024	Interview - service user with experience of maternal medicine services	-		1
23/02/2024	Whittington Health - obstetric staff	Islington		12
23/02/2024	Camden drop in - open to all - Belsize Community Library	Camden		2
26/02/2024	Barnet Mencap - focus group	Barnet	Finchley	2
26/02/2024	Agar Children's Centre and Family Hub - stay and play	Camden	Camden Town	6
26/02/2024	Curzon Family Wellbeing Centre - stay and play	Brent	Willesden	10
27/02/2024	Enfield Faith Forum	Enfield		19
27/02/2024	Whittington Hospital - drop in	Islington		43
27/02/2024	Royal Free Hospital - staff working in domestic services	Camden		3
27/02/2024	Service users with experience of mental health problems - focus group	NCL-wide		2
28/02/2024	Enfield black community health forum (Inspire London)	Enfield		2
28/02/2024	Haringey Council Women's network	Haringey		18
28/02/2024	Haringey drop in - open to all - Tottenham Community Sports Centre	Haringey	Tottenham	6
28/02/2024	Phoenix Family Centre - Somali women focus group	Enfield	Edmonton	23
28/02/2024	Barnet Community Plus Event	Barnet	Hendon	5
29/02/2024	Royal Free Hospital - antenatal clinic drop in	Camden		10
29/02/2024	Barnet drop in - open to all - Watling Community Association	Barnet	Edgware	3
29/02/2024	House of Polish and European Community	Haringey	Wood Green	8
29/02/2024	Barnet Children's Partnership Board	Barnet		20
01/03/2024	Edgware Birth Centre - service users focus group (antenatal)	Barnet	Edgware	2

01/03/2024	NCL Start Well Patient and Public Engagement Group	-		3
01/03/2024	Bengali Workers Association - focus group	Camden	Euston	15
01/03/2024	Royal Free Hospital - staff feedback	Camden		4
01/03/2024	Royal Free Hospital - consultant staff	Camden		19
04/03/2024	Manor Gardens Centre - focus group	Islington	Holloway	15
04/03/2024	Hornsey Road Children's Centre - special educational needs - stay and play	Islington	Holloway	6
04/03/2024	Enfield drop in - open to all - Edmonton Green Library	Enfield	Edmonton	9
04/03/2024	Noel Park Children's Centre - Bulgarian and Albanian families stay and play	Haringey	Tottenham	8
04/03/2024	Islington Health and Care Scrutiny Committee	Islington		15
05/03/2024	Hornsey Road Children's Centre - stay and play	Islington	Holloway	15
05/03/2024	Royal Free Hospital - children's clinic drop in	Camden		22
05/03/2024	UCLH - consultant obstetricians and gynaecologists	Camden		19
05/03/2024	GOSH - drop in	Camden		10
05/03/2024	UCLH - senior staff	Camden		13
05/03/2024	UCLH antenatal clinic - drop in	Camden		35
06/03/2024	Whittington Health - women's division staff meeting	Islington		10
06/03/2024	Royal Free Hospital - children's clinic drop in	Camden		2
06/03/2024	Barnet Adults Health Overview and Scrutiny Committee	Barnet		20
06/03/2024	Brent drop in - open to all - Harlesden Library	Brent	Harlesden	5
07/03/2024	Edgware Birth Centre - drop in	Barnet	Edgware	12
07/03/2024	Romanian Culture and Charity Together - warm hub drop in	Barnet	Edgware	1
07/03/2024	Engagement with Orthodox Jewish Community - residents	Barnet	Golders Green	8
07/03/2024	ADHD Support group - focus group	Islington	Canonbury	5

07/03/2024	Engagement with Orthodox Jewish Community - stakeholders	Barnet	Golders Green	16
07/03/2024	Whittington Hospital - drop in	Islington		30
08/03/2024	Hungerford Children's Centre - stay and play	Islington	Holloway	2
08/03/2024	Harmood Children's Centre - stay and play	Camden	Chalk Farm	13
08/03/2024	Paediatric ophthalmologist - 1:1 discussion	NCL-wide		1
08/03/2024	International Women's Day Event - Brent	Brent	Willesden	4
11/03/2024	North Middlesex hospital - drop in	Enfield		11
11/03/2024	Daniel's Den - stay and play	Brent	Willesden	6
11/03/2024	Edgware Birth Centre - service users (postnatal)	Barnet	Edgware	5
12/03/2024	Kilburn Grange Children's Centre - stay and play	Camden	Kilburn	18
12/03/2024	UCLH - neonatal staff	Camden		25
12/03/2024	North Thames Paediatric Network	-		4
12/03/2024	Royal Free Hospital - staff	Camden		1
12/03/2024	Royal Free Hospital - neonatal staff	Camden		5
13/03/2024	Interview - service user with experience of maternal medicine services	-		1
14/03/2024	Royal Free Hospital - antenatal clinic drop in	Camden		38
14/03/2024	GOSH - drop in	Camden		8
15/03/2024	Daniel's Den - stay and play	Brent	Harlesden	15
Total number of meetings held or facilitated:		199	Total number of attendees	3,347

Appendix C – maternity and neonatal services consultation feedback report

- The full maternity and neonatal services consultation feedback report can be found here: <https://nclhealthandcare.org.uk/wp-content/uploads/2024/11/Start-Well-Consultation-on-Maternity-and-Neonatal-Services-in-NCL-ORS-Full-Report-NOV-FINAL.pdf>
- The executive summary of the maternity and neonatal services consultation feedback report can be found here: <https://nclhealthandcare.org.uk/wp-content/uploads/2024/11/Start-Well-Consultation-on-Maternity-and-Neonatal-Services-in-NCL-ORS-Executive-Summary.pdf>

Appendix D – Organisations contacted during the consultation period

Voluntary Sector and Community organisations contacted during the consultation period

Organisation name	
3 Trees Family Wellbeing Centres	Barnet Parent Carer Forum
4Louis	Barnet PPG Forum
A Class Nursery	Barnet United Synagogue
ABC Parents	Bell Lane Children's Centre
Action for Children	Bengali Workers Association
African Caribbean Leadership Company	Best Beginning
African Cultural Association	BEYA at Hampden Way Nursery School
Agar Children's Centre	BEYA Children's Centre at St Margaret's Nursery School
Aish	Bliss
ARK Resettlement Services	Bloomsbury Football Foundation
Arts Depot	Body & Soul
Aspire Group	Borehamwood Islamic Society & Mosque
Autism Hub Islington and Camden	Brent Christian Faith Church International
Barnardo's	Brent Connects
Barnet African Caribbean Association	Brent CVS
Barnet Asian Women's Association	Brent Health Matters
Barnet Bereavement Service	Brent Immunisation Coordinator
Barnet Borough Sight Impaired	Brent New Testament Church of God
Barnet Community Forum	Brent Reformed Church Zimbabwe International
Barnet Health Champions	Brent St Mary Magdalen Catholic Church

Barnet LGBTQ+	Brent Women's Advisory Resource Centre
Barnet Mencap	Bridge Renewal Trust
Barnet Multi-Faith Forum	Bright Start Islington
British Alevi Foundation	Chana
British Fertility Society	Cheviots Children's Disability Service
British Infertility Counselling Association	Child Bereavement UK
British Pregnancy Advisory Service	Child Death Helpline
Broadwaters	Child Development Centre
Burgoyne Road	Child Hope
Burnt Oak Women's Group	Child Poverty Action Group
CAHN	Children and Young Peoples Diabetes Service (UCLH)
Camden Carers Service	Children's Services in Haringey
Camden Council Childrens Centres	Childs Hill Children's Centre
Camden Community Centres' Consortium - C4	Chinese Community Centre
Camden Disability Action	Christian Action Housing
Camden Faith Leaders Forum	Citizen's Panel (Haringey)
Camden Mosaic	Community Barnet
Camden Patient and Public Engagement Group (CPPEG)	Community Cook up
Camden Safeguarding Children's Partnership (CSCP)	Community Security Trust
Camden Safety Net	Connected Communities
Camden, City, Islington & Westminster Bereavement Service	Coppetts Wood Children's Centre
Carers Coffee Morning	Crescent Kids
Carers First	Curzon Family Wellbeing Centre
Caris Haringey	Daisy Network
CARIS Islington	Dalmar Heritage And Family Development

Causeway Irish Housing Association	Darul Noor Islamic Centre
Centre 404	Depaul
Centrepoint	Diabetes Haringey
Disability Action Barnet	Enfield Saheli
Disability, Pregnancy & Parenthood	Enfield Somali Community Association
Diverse Health Voices	Enfield Voluntary Action
Diversity Living Services	Enfield Women's Centre
Donor Conception Network	Enfield Youth Council
Early Help	ESOL - Camden Council
ECYPS	Every Parent & Child
Edgware Primary School	Ezra Umarpeh
Edmonton Community Partnership	Fairway Children's Centre
Endometriosis UK	Fertility Fairness
Enfield Advisory Service for Autism	Fertility Foundation
Enfield Asian Welfare Association	Fertility Network UK
Enfield Black Health Improvement forum	Fertility Road
Enfield Carers Centre	Flint Face
Enfield Caribbean Association	Forum +
Enfield Children's Centre	Grief Encounter
Enfield Citizens Advice	Haringey Association for Independent Living
Enfield Connections	Haringey Council - Speech and Language Therapy (Haringey Children's service)
Enfield Council	Haringey Council's Womens Network
Enfield Disability Action	Haringey Gold
Enfield Family Contact Centre	Haringey Learning Disabilities Reference Group
Enfield GRT project	Haringey Learning Partnership

Enfield LGBT Network	Haringey Mencap
Enfield Mencap	Haringey Multi-Faith Forum
Enfield Multi-Faith Forum	Haringey Shed
Haringey Women's VCS Network	Isledon
Haringey Youth Space	Islington Council Disabled Children's Service
Harlesden Food store	Islington Council young people engagement co-ordinator
Healthwatch Brent	Islington Giving
Healthwatch Camden	Islington Multi-Faith Forum
Healthwatch Enfield	Islington Somali Community
Healthwatch Islington	IVF Babble
Healthy London Partnership	Jannaty
Help on Your Doorstep	Jewish Deaf Association
Hendon Mosque & Islamic Centre	Jewish Family Life Centre
Highgate Hill Murugan Temple	Jewish Learning Exchange
Hindu Cultural Society	Jewish Women's Aid
Home Start	Keen London
Home Start Camden & Islington	Kentish Town East Children's Centre Services (Camden Council)
Homes for Haringey	Kilburn Priory Children's Centre Services (Camden Council)
Hope in Tottenham	Kings Cross and Holborn Children's Centre Services (Camden Council)
Hopscotch Asian Women's Centre	Koach Parenting
House of Polish and Eastern European Community (HOPEC)	Kooth
Housing 4 Women (H4W)	Latin American Women's Rights Service (LAWRS)
I Can	LGBT Mummies Tribe
IMECE Women's Centre	Life After Hummus
Inclusion Barnet	Living Under One Sun

Insight	London Gypsies and Travellers
Integrated Early Years Service (IEYS)	London Irish Centre
Interlink Foundation	London Jewish Forum
Manor Gardens Centre	Olive Morris Court
Mariposa Trust	One Stone Grove
Markfield Project	One-To-One (Enfield)
Mary's Youth Club	Osborne Grove
Mauritian Marathi Society	Our Voice
Menucha	PACE (Play, Adventure & Community Enrichment)
Meridian Wellbeing	Palace for All
Metropolitan Thames Valley	Parents Advisory Board - Camden Council
MIND Camden	Park Lane
Mind in Haringey	Parkfield Children's Centre
Miscarriage Association	Peanut
Mosaic Trust	Pembury House
Mulberry Junction	Phoenix Community Centre
Nafsiyat	Platform
National Autistic Society - Enfield branch	Public Voice Haringey
National Childbirth Trust	RCOG Women's Voices
NCT Haringey	Red Cells R Us
Newstead Children's Centre	Regents Park Children's Centre
Noah's Ark Children's Hospice	Rise Youth Club
North Central London Residents Health Panel	Romanian and Eastern European Hub
North Finchley Masjid	Rose Bowl
North Mid Maternity Voice Partnership	Rowland Hill

Northwick Park Maternity Voices Partnership	Royal Association for Deaf People
NSPCC	Royal Free Maternity Voices
O'Bay Community Trust	SAAFI
Safeguarding Children AFRUCA	Step by Step
Sanatan Bengali Association	Stonewall
SANDS	SUDC UK
Sangam Centre	TCCA
Santé Project	The Children's Society
Save the Children	The Children's Trust
Saying Goodbye	The Elfrida Society
Seed	The Hyde Children's Centre
SEND Support Services	The Lullaby Trust
Sen-Den	The Parent House
Sewn Together	The Sickle Society
Shabbat Walk	Together for Short Lives
Sharavana Baba Multi-Faith Community	Tommy's
Shree Swaminarayan Temple	Triangle Children, Young People and Community Centre
Sidings	Turkish Cypriot Women's Project
Silkstream Children's Centre	Twins Trust
SING - Senior Infertility Nurses Group	UCLH – Rainbow Badge group
Snap Care	UCLH Maternity Voice Partnership
Solace Women's Aid	UK Thalassaemia Society
Somali & Bravanese Association In London	Umoja Health Forum
Somali Community Network	Underhill Children's Centre
Somali Cultural Centre	Urban Hope

Somali Mothers Group (Assunah)	Variety - The Children's Charity
Special Parents Forum	Voice out women
St Mungo's	Voluntary Action Camden
Verity PCOS	Young Minds
Visually Impaired in Camden (VIC)	Zebras Childrens & Adults Charity
Voluntary Action Enfield	
Voluntary Action Islington	
Welbourne	
West Children's Centre Team	
West Hampstead Women's Centre	
Whittington Maternity Voice Partnership	
Wightman Road Mosque	
Wingfield and Stonegrove Children's Centre	
WinVisible (Women With Visible and Invisible Disabilities)	
Wise Thoughts	
Woodlands Park	
Woodside	
YMCA Complex Needs Service for Young People	
You vs You	
Young Camden Foundation	
Young Minds	
Zebras Childrens & Adults Charity	
Wise Thoughts	
Woodlands Park	
Woodside	

YMCA Complex Needs Service for Young People	
You vs You	
Young Camden Foundation	

Stakeholder organisations contacted during the consultation period

Organisation name
Association of British Theatre Technicians
Association of Paediatric Anaesthetists of Great Britain and Ireland
Association of Reproductive and Clinical Scientists (ARCS)
British Association of Paediatric Surgeons
British Association of Perinatal Medicine
British Dietetic Association
British Institute Radiology
Chartered Society of Physiotherapy
College of Paramedics
London Council of Deans
London Neonatal Operational Delivery Network
MBRRACE-UK
NHS England - Training Workforce and Education
NHS Getting it Right First Time programme
North Thames Paediatric Network
Royal College of Anaesthetists
Royal College of General Practitioners
Royal College of Midwives

Royal College of Nursing

Royal College of Obstetrics and Gynaecology

Royal College of Occupational Therapists

Royal College of Paediatrics and Child Health

Royal College of Podiatry

Royal College of Speech and Language Therapists

Royal College of Surgeons of England

The Neonatal Society

The Society of Radiographers

Appendix E – activity and capacity modelling

Flow of deliveries in option A, by site, 2023/24

Site	Baseline deliveries 2023/24	Deliveries under option A 2023/24	Additional deliveries to baseline
Barnet	4,896	5,825	+929
North Mid	3,501	3,572	+71
Royal Free	2,565		
UCLH	5,353	5,442	+89
Whittington	2,777	3,552	+775
Northwick Park	-		+308
St Mary's	-		+245
Watford General	-		+38
Hillingdon	-		+16
Luton Hospital	-		+16
Whipps Cross	-		+15
Lister	-		+13
Newham	-		+11
Homerton	-		+10
Princess Alexandra	-		+7
West Middlesex	-		+6
Other (N=10)	-		+13
Total	19,092		-

Flow of neonatal care days in option A, by site, 2023/24

Site	Baseline care days 2023/24	Care days in option A 2023/24	Additional deliveries to baseline
Barnet	8,272	9,005	+733
North Mid	5,636	5,523	-113
Royal Free	2,606		
UCLH	9,665	10,346	+681
Whittington	5,468	6,249	+781
Northwick Park	-		+311
St Mary's	-		+247
Watford General	-		+38
Hillingdon	-		+17
Luton Hospital	-		+17
Whipps Cross	-		+16
Lister	-		+14
Newham	-		+11
Homerton	-		+10
Princess Alexandra	-		+7
West Middlesex	-		+6
Other (N=10)	-		+14
Total	31,647		-

Option A: Barnet, North Mid, Whittington, UCLH		
Hospital	Current delivery suite capacity	Additional delivery suite capacity requirement
Barnet	16	+3
North Mid	22	+0
Royal Free	8	
UCLH	15	+1
Whittington	14	+2

Option A: Barnet, North Mid, Whittington, UCLH		
Hospital	Current NCL neonatal cot capacity	Additional neonatal cot capacity requirement
Barnet	30	+2
North Mid	24	+0
Royal Free	14	
UCLH	38	+0
Whittington	23	+0

Appendix F – NHSE assurance letter

Classification: Official



Chris Streater
NHSE London Regional Medical Director &
CCIO (Medical & Digital Transformation
Directorate)
NHS England
Wellington House
133-155 Waterloo Road
London
SE1 8UG

To: • Sarah Mansuralli Chief Strategy &
Population Health Officer
North Central London ICB
• Anna Stewart: Programme Director
Start Well North Central London ICB

6 March 2025

Dear Sarah and Anna

NHS England London Start Well DMBC Assurance - Final approval.

The Start Well proposals have been subject to robust national/regional assurance through the stage 2 assurance gateway process undertaken on 9th November 2023, with a number of subsequent iterations of the pre-consultation business case and the consultation documentation. Peter Ridley NHSE CFO approved the assurance conclusions and requirements as detailed in the formal Stage 2 letter of 21st November 2023.

As part of that Stage 2 assurance process NHSE London Region made a formal requirement to review your DMBC, specifically the finance elements ahead of your formal decision-making meeting.

The revised DMBC narrative reflects the additional work undertaken on the options appraisal and on the stranded costs - based on the 2024 data and information, including the potential mitigations for the costs identified.

The revised calculations consider the 2024 workforce requirements, including reference to safe staffing standards and Birthrate plus ratios.

This further analysis addresses fully and satisfactorily the additional DMBC requirements detailed in your NHSE Assurance Stage 2 letter.

We note that you have formally 'decoupled' the Paediatric Surgery elements of your original consultation from the Maternity and Neonatal services and the Edgware Midwife led birthing unit. We anticipate that these surgical elements will be subject to a DMBC at a later date, yet to be determined, and ask that you keep Ali Parsons Deputy Director Service Reconfiguration, apprised of progress and timeline.

We want to take this opportunity to acknowledge and thank you for the significant work of you and your team to progress through full and formal consultation, and to develop your DMBC. The narrative within the DMBC clearly reflects the consultation feedback detailed in your Consult Report. - well done.

A handwritten signature in black ink that reads "Chris Streather". The signature is written in a cursive, slightly slanted style.

Yours sincerely,
Chris Streather

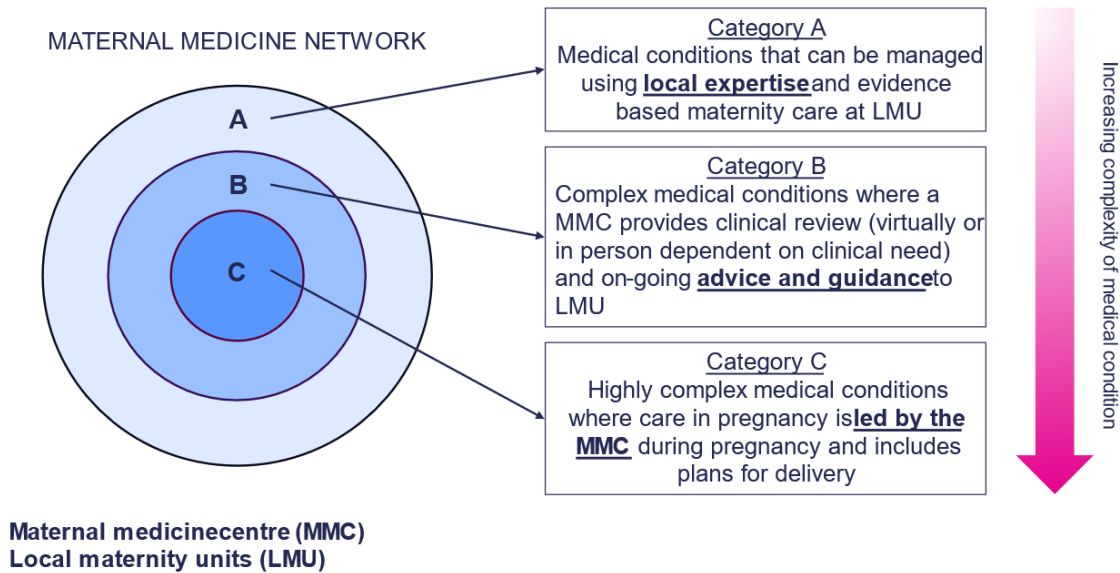
NHSE London Regional Medical Director & CCIO (Medical & Digital Transformation Directorate)

Appendix G – maternal medicine pathways

Maternal medicine services are currently delivered in a networked way across five sites, with UCLH being the maternal medicine centre



North Central London Health and Care
Integrated Care System



1

Cardiology conditions



North Central London Health and Care
Integrated Care System

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Cardiology	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: Managed through local maternal medicine clinic with input from UCLH as MMC as needed Category c: Management through specialist maternal medicine clinic with cardiologist input at local site or referred and seen at UCLH (with input from Barts Cardiologist) Note: UCLH has an existing specialist joint maternal medicine and cardiology clinic <p><i>This pathway is in line with existing MMN SOP</i></p>	<ul style="list-style-type: none"> Discussion at MDT to develop delivery plan as required Delivery planned either at UCLH or local site with cardiac delivery plan provided by UCLH (condition category dependent) For those that may require cardiac surgery antenatally, to be delivered at a site with collocated cardiac surgery and obstetrics – delivery to be planned for GSTT (in line with existing pathway)

Example conditions and patient pathways

Management of known cardiomyopathy	<ul style="list-style-type: none"> Management through local maternal medicine clinics with cardiologist input For those where condition is severe, referral to UCLH may be required and delivery planned for UCLH (as site with level 3 NIC U) and treatment administered post delivery
Management of pulmonary hypertension	<ul style="list-style-type: none"> Anticipated to be extremely rare As mostly requires outpatient management could be managed via outpatient clinics with input from cardiologists and support of Barts If required, we would refer pregnant women with PH to the Hammersmith Hospital which is co-located with Queen Charlotte's Maternity unit Pregnant women requiring cardiothoracic surgery for any reason (valvular or aortic) would be transferred to St Thomas's Hospital, as is currently done from the NCL network obstetric cardiology service, or Hammersmith/QCH).

3

Liver conditions



North Central London
Health and Care
Integrated Care System

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Liver disease	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: Managed through local maternal medicine clinic with input from UCLH as MMC as needed Category c: referred to UCLH for antenatal care, with specialist input sought via joint clinics (which could potentially continue at RFH) or MDT input 	<ul style="list-style-type: none"> Discussion at MDT to develop delivery plan (which may include surgeons / hepatologists as required) Delivery planned at UCLH, with specialty input either on standby or in theatre as defined by MDT In cases which are anticipated to need significant surgical input antenatally this may need to be supported through Kings (although instances extremely rare) RFH could continue to support rare cases of liver rupture post delivery

Example conditions and patient pathways

Alcoholic liver disease	<ul style="list-style-type: none"> Management through local maternal medicine clinics For those where condition is severe, delivery may be planned for UCLH given increased risk of preterm birth and co-location of NICU
Liver transplant	<ul style="list-style-type: none"> Antenatal management at UCLH, working with local transplant team to support titration of antirejection treatment Delivery planned for UCLH with surgeons on standby if needed (extreme cases) If treatment for varices is required, then this could be done at Royal Free or UCLH with no anticipated impact on pregnancy
Liver rupture	<ul style="list-style-type: none"> Emergency where immediate treatment is required, and there would not be enough time to facilitate transfer to another site Patient to be treated at presenting site by acute general surgical team, potentially to be transferred once stabilised for more specialist liver input Consideration of maternity needs would be secondary to management of rupture

4

Kidney conditions



North Central London
Health and Care
Integrated Care System

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Kidney disease	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: Managed through local maternal medicine clinic with input from UCLH as MMC as needed Category c: referred to UCLH for antenatal care, with specialist input sought via joint clinics (which could potentially continue at RFH) or MDT input Cases where patient is on long term dialysis, or this may be required during pregnancy to be transferred to other dialysis centres – Queen Charlotte's Note: UCLH has an existing joint renal and maternal medicine clinic 	<ul style="list-style-type: none"> Discussion at MDT to develop delivery plan (which may include nephrologists / urologists as required) Delivery planned at UCLH, with specialty input either on standby or in theatre as defined by MDT Capability to dialyse patients for a short period of time on UCLH ITU where needed In cases which are anticipated to need significant renal input or extended dialysis, delivery to be planned for Queen Charlotte's (patient numbers requiring this are extremely small, with zero requiring this in 23/24)

Example conditions and patient pathways

Chronic renal impairment	<ul style="list-style-type: none"> Management through local maternal medicine clinics For those where condition is severe, delivery may be planned for UCLH given increased risk of preterm birth
Patient who may need long term dialysis	<ul style="list-style-type: none"> Antenatal management at UCLH, working with local renal team In extreme cases where dialysis is required on a longer term basis refer to either Queen Charlotte's or Royal London as sites with co-located dialysis and maternity units (as well as level 3 neonatal care)

5

Haematology conditions



North Central London
Health and Care
Integrated Care System

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Haematology	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: Managed through local maternal medicine clinic with input from UCLH as MMC as needed Category c: Local management where there is expertise to do so (e.g., Sickle Cell at North Mid), refer to UCLH (which has a significant tertiary haematology service) as MMC where needed and in line with maternal medicine network specification Note: UCLH has an existing specialist joint maternal medicine and haematology clinic 	<ul style="list-style-type: none"> Discussion at MDT to develop delivery plan as needed Delivery planned at UCLH for those that require specialist support during or after delivery, with support of tertiary haematology service where needed

Example conditions and patient pathways

Factor 11 deficiency	<ul style="list-style-type: none"> Antenatal management at locally or at UCLH where needed with input from haematology team Administration of clotting factors as indicated by haematology team Delivery planned for UCLH following optimisation of clotting factors through infusion, monitoring of clotting factors post -partum
Haemophilia	<ul style="list-style-type: none"> Antenatal management at locally or at UCLH where needed, with input from haematology team Administration of clotting factors as indicated by haematology team Delivery planned for UCLH following optimisation of clotting factors through infusion, monitoring of clotting factors post -partum

6

Neurology conditions



North Central London
Health and Care
Integrated Care System

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Neurology	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: Managed through local maternal medicine clinic with input from UCLH as MMC as needed Category c (including epilepsy): Refer to UCLH specialist joint obstetric / neurology clinic. This clinic is supported by clinicians from the specialist service provided by NHNN Note: UCLH has an existing joint maternal medicine and neurology clinic 	<ul style="list-style-type: none"> Delivery planned for local site where appropriate UCLH as maternal medicine centre to make delivery plan for those under their care, with support from NHNN neurologist as needed

Example conditions and patient pathways

Management of epilepsy	<ul style="list-style-type: none"> All patients with epilepsy to be referred to UCLH specialist joint obstetric and neurology clinic where this is not available locally Management through this clinic and management plan developed Delivery planned for most appropriate unit – this could be local maternity unit with right support in place
Acute stroke	<ul style="list-style-type: none"> Management through existing HASU pathway –National Hospital for Neurology and Neurosurgery Obstetric, physician and neonatal input arranged as needed on site. This is in line with current arrangements

7

Endocrine conditions

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Endocrine	<ul style="list-style-type: none"> • Category a: Management at local sites for via maternal medicine clinics as needed • Category b: management through local maternal medicine clinics with MMC input as needed • Category c: referral to MMC for antenatal management 	<ul style="list-style-type: none"> • Plan for delivery developed as part of MDT meeting as required • Delivery planned for most appropriate site, with input from endocrinologists as required

Example conditions and patient pathways

Complex endocrinology e.g. New diagnosis of Cushings, Addisons, Diabetes insipidus	<ul style="list-style-type: none"> • Patients referred to UCLH for care and ongoing monitoring through pregnancy • Uncontrolled disease has a high risk of pre-term birth, but not when controlled
Monogenic diabetes	<ul style="list-style-type: none"> • Management at local maternal medicine clinic, with input from endocrine specialists as required to ensure treatment is tailor ed • Onward referral to UCLH for management if required, but unlikely

8

Respiratory conditions

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Respiratory	<ul style="list-style-type: none"> • Category a: Management at local sites for via maternal medicine clinics as needed • Category b: management through local maternal medicine clinics with MMC input as needed • Category c: referral to MMC for antenatal management 	<ul style="list-style-type: none"> • Plan for delivery developed as part of MDT • Delivery planned for most appropriate site, with input from respiratory specialists as required

Example conditions and patient pathways

Management of acute pulmonary embolus	<ul style="list-style-type: none"> • Treatment of an acute pulmonary embolus requires life -saving treatment with intravenous unfractionated heparin and rarely with thrombolysis at the point of presentation. If ineffectual, within NCL, UCLH could offer acute intervention with catheter guid ed thrombolytic therapy. Surgical embolectomy is very rarely necessary, but in pregnancy would need referral in line with emerge ncy cardiac pathways – for NCL this site would be Barts postpartum, or GSTT, or Hammersmith/Queen Charlotte's
Pulmonary vasculitis Interstitial lung disease	<ul style="list-style-type: none"> • Referral to UCLH for monitoring and treatment with rheumatology and respiratory services (including use of immunosuppressants and anticoagulation)
Cystic Fibrosis	<ul style="list-style-type: none"> • Managed along existing pan -London pathway with support of specialists at Royal Brompton

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Rheumatology conditions

Specialty	Antenatal care	Inpatient care (categories that cannot be delivered locally)
Rheumatology	<ul style="list-style-type: none"> Category a: Management at local sites for via maternal medicine clinics as needed Category b: management through local maternal medicine clinics with MMC input as needed Category c: referral to MMC for antenatal management Note: UCLH has an existing joint rheumatology and maternal medicine specialist clinic 	<ul style="list-style-type: none"> Plan for delivery developed as part of MDT Delivery planned for most appropriate site, with input from respiratory specialists as required

Example conditions and patient pathways

Haemophagocytic lymphohistiocytosis	<ul style="list-style-type: none"> Referral to UCLH as MMC to ensure monitoring and treatment plan in place
Diffuse scleroderma	<ul style="list-style-type: none"> Manage locally through maternal medicine clinics with input from MMC Ongoing monitoring through pregnancy: renal function, blood pressure and fetal growth Delivery planned through MDT, with plan for UCLH if additional neonatal support may be needed Cases of FMF/Amyloid are sent to maternal medicine centre at UCLH