

North Central London Start Well programme: consultation methodology, activity and reach report

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North Central London
Health and Care
Integrated Care System

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1. Executive Summary

This report has been written by North Central London (NCL) Integrated Care Board (ICB) on behalf of the Integrated Care System and NHS England (London) Specialised Commissioning. NCL ICB covers the five London boroughs of Barnet, Camden, Enfield, Haringey and Islington and is responsible for commissioning health and care services and making sure these services meet the needs of local people. Since November 2021, first NCL CCG and then its successor organisation, NCL ICB, has been leading a programme of work looking at maternity, neonatal and children's services through the Start Well Programme, to ensure that services are set up to deliver outstanding, safe, and timely care for local people wherever they live.

This report outlines the activities undertaken, and reach achieved during a 14-week public consultation which ran between 11 December 2023 and 17 March 2024 regarding proposed changes to maternity, neonatal, and children's surgical care. The consultation sought feedback on three areas:

- **Maternity and Neonatal Care:** proposed the reduction of hospital sites from five to four, with two options under consideration
- **Birthing Suites at Edgware Birth Centre:** proposed the closure of the birthing suites while retaining ante and post-natal care at the site
- **Children's Surgery:** proposed the creation of two centres of expertise at Great Ormond Street Hospital and University College London Hospital (UCLH)

The purpose of this report is to demonstrate the extensive efforts made during the consultation to reach a broad range of residents, staff and stakeholders in compliance with our legal duty to engage and involve the public. The feedback gathered on the above proposals will be used to inform future decision making. We are working with an independent partner, Opinion Research Services (ORS), to analyse the feedback, who will be producing a full evaluation report on the feedback received in due course. Before this full evaluation report is available, an interim report on their emerging findings has been made available alongside this report over the summer of 2024.

The consultation was delivered to support feedback being gathered from a wide range of residents, service users, staff and stakeholders through the following:

A range of materials and feedback mechanisms:

- Materials explaining the proposals were made available in multiple formats including long-form, easy read and translated into 18 languages
- Several feedback mechanisms made available: online and paper questionnaire, email, letter, telephone, focus groups, interviews and public drop-ins

Extensive Reach:

- 9,000 website views
- Over 3,100 questionnaire responses
- Social media reach of over 720,000
- 199 events or meetings attended by the programme team, reaching just under 3,400 people
- Press releases resulting in over 40 pieces of local and national media coverage

In-depth Engagement:

- Engagement efforts were informed by compliance with the duty to involve the public and to inform equalities considerations under the Public Sector Equalities Duty and Equality Act 2010

- Focused engagement was undertaken with groups identified by the interim Integrated Impact Assessments (IIAs). This included both people with protected characteristics and those living in geographical areas that may be more impacted
- The full range of groups identified by the maternity and neonatal services IIA were engaged with during the consultation – through a range of methods such as interviews or focus groups. This included the programme team attending
- 46 engagement opportunities were undertaken with communities who have protected characteristics or face health inequalities reaching 503 people
- Additional engagement was commissioned with groups that are particularly hard to reach (such as people who are homeless), and living in specific geographic areas identified by interim IIAs

Staff engagement:

- Engagement was undertaken with staff across all North Central London (NCL) potentially impacted providers through 32 focused sessions
- 1,060 questionnaire responses were submitted by NHS staff

Engagement with local stakeholders:

- Stakeholder contact list included MPs, Local Councillors, Council Officers, Greater London Authority Assembly Members, NHS Trusts, Royal Colleges, Professional bodies and education providers
- These stakeholders were offered briefings and written to on at least three occasions during the 14-week period
- Local Health Overview and Scrutiny Committee meetings were attended in: Barnet, Brent, Camden, Haringey and Islington
- Briefings were held with five local MPs or their offices

The comprehensive feedback gathered through the above mechanisms will play a crucial role in informing the final decisions on the proposed changes. This report and the independent analysis by ORS of all the consultation feedback will be considered at a meeting of the NCL ICB board as part of a decision-making business case to decide on the future configuration of services. The date for this meeting in public will be published in due course but is likely to be towards the end of 2024 or early in 2025.

2. Introduction and context

2.1 Introduction

The North Central London (NCL) Start Well programme was set up to ensure that children and young people's, maternity and neonatal services, deliver outstanding, safe, and timely care for local people wherever they live. The ambitions of the ICS in relation to 'starting well' focus on improving the quality and safety of care for pregnant women and people, reducing inequalities in outcomes, and giving every child the best start in life. Over several years, working with senior clinical leaders, we have developed proposals which we feel will be sustainable in the long term and improve experience, access and outcomes for both patients and staff. We carried out a public consultation to understand the views of residents, stakeholders and staff and to help to understand what the impact of the proposals would be.

The public consultation, which was jointly run by NHS North Central London Integrated Care Board (ICB) and NHS England (London) Specialised Commissioning, was held over a 14-week

period, from 11 December 2023 –17 March 2024. The consultation covered three areas relating to maternity, neonatal and surgical care for children in NCL:

- The proposed reduction of numbers of hospital sites in NCL delivering maternity and neonatal care from five to four, with two options being consulted on:
 - Option A proposed retaining maternity and neonatal services at Whittington Hospital (and these no longer being provided at Royal Free Hospital) – this was identified as the preferred option
 - Option B proposed retaining maternity and neonatal services at Royal Free Hospital (and these no longer being provided at Whittington Hospital)
 - Both options proposed retaining maternity and neonatal services at Barnet Hospital, North Middlesex Hospital and University College Hospital. Both options would also see significant additional investment in maternity and neonatal services across NCL
- The proposal to close the birthing suites at Edgware Birth Centre (but to retain ante and post-natal care)
- The proposal to create two ‘centres of expertise’ at Great Ormond Street Hospital and UCLH for children’s surgery

The purpose of the consultation was to ensure that people in NCL and the surrounding areas were aware of the proposals and how the proposed changes may impact local people and had the opportunity to share their views with us to inform our decision-making. The consultation feedback is being collated and analysed by an independent research organisation. They will write an independent report on their findings which will be considered carefully by the NCL Integrated Care Board. The report will inform the next steps of the programme before any decisions on the future shape of maternity, neonatal and children’s surgical services are taken.

2.1 The purpose of this document

This report is a summary of the methodology and outcomes of the work undertaken to promote and gather feedback on proposals during the consultation. It does not provide details or themes from the feedback received. It has been produced to assure decision makers and other stakeholders of the robustness of the approach taken to seeking and gathering feedback during the consultation.

An analysis of feedback received from the efforts outlined in this document is being carried out by an independent organisation – Opinion Research Services (ORS) – and their full evaluation report will be published separately. Their report will give high level details of the approach taken to delivering the consultation, but this will not be as comprehensive as is outlined in this document.

The following other reports have been published alongside this report:

- Interim evaluation report on consultation feedback– produced by ORS
- Paper outlining proposed next steps given interim report feedback themes

In due course, the following other papers or documents will be made available as part of a decision-making meeting as to if proposals should be implemented

- Full evaluation report on consultation feedback – produced by ORS
- A decision-making business case or cases (covering maternity and neonatal services and children’s surgery) – this will outline how feedback from the consultation has been addressed in the proposals
- A final Integrated Impact Assessment outlining the potential impact of changes on different groups and mitigations to address disbenefits

3. Methodology

3.1 Developing a consultation plan

The Start Well Consultation Plan was developed by the NCL ICB communications and engagement team overseen by the NCL Start Well Programme Board. The plan set out our approach to consultation and remained a live document. It was reviewed and adapted up to and throughout the consultation in response to levels of interest across NCL and our real-time assessment of where we needed to focus to generate responses from identified key audiences.

In drafting the consultation plan we considered the range of legislation that relates to ICB decision making in terms of service reconfiguration and the design of services, including:

- Equality Act 2010
- Public Sector Equality Duty Section 149 of the Equality Act 2010
- Brown and Gunning Principles
- Human Rights Act 1998
- NHS Act 2006
- NHS Constitution
- Health and Social Care Act 2012

To ensure that the consultation plan was comprehensive and included best practice approaches, we involved partners and stakeholders in the drafting and reviewing of the plan. We sought feedback on our approaches and activity throughout the consultation and welcomed suggestions of how to best promote the consultation and engage with staff, patients, residents, communities, and stakeholders as follows:

- The consultation plan and an outline of our approach was shared with NHS England as part of the pre-consultation assurance process. In their feedback letter they said that the plan was 'inclusive and clear and the panel was satisfied with the approach'.
- We sought advice and input from independent partners, Hood & Woolf and Carnall Farrar, who have extensive experience in supporting public consultations of this nature.
- We outlined our approach, particularly focusing on engagement with groups identified in the Interim Integrated Impact Assessments (IIA), with the IIA Steering Group
- We shared our approach with colleagues in NHS England Specialised Commissioning Team and London Regional Office
- We shared our approach to consultation with NCL Joint Health Overview and Scrutiny Committee and we asked for feedback and their endorsement of our planned approach. We also asked JHOSC how they would like to be engaged with through the consultation period to ensure that their views were captured.
- We shared the consultation plan approach with colleagues from one of our local Healthwatches prior to the launch of the consultation. During the consultation we met with all five NCL Healthwatch organisations and Brent and Harrow Healthwatches. We asked for their advice in relation to the consultation plan and support in promoting the consultation as widely as possible.
- We discussed our planned approach with the communication and engagement working group which included representation from all the potentially impacted NHS trusts' communications teams
- We met with the Start Well Public and Patient Engagement Group before the consultation and twice during the consultation period. We asked for feedback on our approach to promoting the consultation and engaging with residents and communities and for their support in sharing the opportunity to take part through their networks.

3.2 About the interim integrated impact assessments

As outlined in [section 2.1](#), there were three proposals which were included in the consultation, which were informed by two different pre-consultation business cases (one covering the maternity and neonatal services proposals and one covering the children's surgery proposal). Two different interim integrated impact assessments were carried out to explore the impact of these proposals on the population. These interim IIAs therefore identified different population groups or target geographies for the consultation to focus on, although there were groups that were identified by both interim IIAs. In this document we will refer to these groups or population as 'target groups'. Engagement activities were targeted to reach target groups to ensure compliance with duty to involve the public and to inform equalities considerations under the Public Sector Equalities Duty and Equality Act 2010.

3.3 Principles guiding the approach to consultation

- Focussing on those most likely to be impacted by the proposed changes, identified by the findings of the interim IIAs
- Including neighbouring ICSs and London boroughs in our approach given the flows of patients across ICS boundaries
- Promoting the opportunity to take part as widely as possible through all public channels and focusing resources on in-depth engagement on more materially impacted groups
- Making every effort to involve communities who we know may experience poorer health outcomes and greater health inequalities
- Working to flexible timelines to allow time for meaningful, authentic engagement
- Using a variety of methods, tailoring our approach to be accessible to diverse communities and remove barriers to participation
- Being inclusive and ensuring a wide and diverse range of stakeholders have an opportunity to meaningfully contribute
- Working in partnership with local voluntary, community and social enterprise sector (VCSE) and councils, and drawing on their specialist engagement expertise, advice and trusted networks
- Telling consultees how their feedback will be used to inform decision-making.

3.4 Consultation aims

We set out to deliver a 14-week formal public consultation, in line with best practice and to ensure compliance with our duty to involve the public. Our aims were to:

- Inform stakeholders about how proposals have been developed in a clear, simple and accessible way that allows for 'intelligent consideration'
- Provide adequate time and opportunities for staff, patients and service users, residents and stakeholders to give their views on our proposals, and the potential impacts
- Ensure that a diverse range of voices are heard
- Seek alternative proposals that may not, as yet, have been considered
- Find out what matters most to consultees and how this might affect our decision on the future shape of services and implementation of our decision
- To gather sufficient feedback and insights to allow us to review, improve or amend proposals in response to the feedback received

- Explore what mitigations might be used to improve any downsides of the proposals
- Understand the wider implications of the proposals and any unintended consequences.

3.5 The team delivering the consultation

The consultation activity was delivered by a small team of people working for North Central London Integrated Care Board, from both the Start Well programme team and the Communications and Engagement Team. We commissioned some activity from expert organisations to supplement the work of the ICB team, for example we used specialist agencies to deliver the very targeted engagement with health inclusion groups, the geographically targeted focus groups and engagement with children and young people.

3.6 Working with Opinion Research Services

In line with best practice for consultations, an independent organisation (ORS) has been appointed to support collating and evaluating the consultation feedback. Working with an independent organisation ensures that the programme benefits from expertise and specialisation in this area as well as ensuring credibility of the process with those participating in the consultation. In due course their full evaluation report will be published which will include a summary of feedback received via all channels, as well as a thematic overview of views on the proposals and potential impacts of them. An appendix to this report will be the written feedback submissions shared by organisations and individuals. These will be made available to decision-makers and inform the approach to developing a decision-making business case.

3.7 Working with partners

Consultation activities were for the most part delivered by the NCL ICB Start Well programme and communications and engagement teams. However, it was also supported by some key partners including NHS England London regional office, local authority partners, neighbouring ICBs and voluntary and community sector organisations (including Healthwatches). We would like to thank everyone who supported the consultation both with advice, expertise and help in promoting the opportunity to take part through their networks.

3.7.1 Working with Trust communications teams

The NCL ICB Start Well programme team also worked closely with communications and engagement professionals and teams working at Great Ormond Street for Children NHS Foundation Trust (GOSH), North Middlesex University Hospital NHS Foundation Trust (North Mid), Royal Free London NHS Foundation Trust (RFL), Whittington Health NHS Trust (Whittington Health) and University College London Hospitals NHS Foundation Trust (UCLH). Communications leads from each organisation have been involved in a longstanding communications and engagement working group to support the Start Well programme and provided input into the consultation plan and approach.

Through the consultation period, communications leads in each organisation supported with the promotion of the consultation and engagement with both service users and staff. Specifically, they supported by:

- Sharing social media content through Trust social media channels

- Sharing updates on Trust staff intranets
- For Foundation Trusts, inclusion of updates around the programme to their members
- Set up of staff engagement sessions
- Organisation of hospital drop-in sessions at relevant clinics
- Support for recruitment to focus groups for service users with lived experience or who had recently used relevant services.

3.7.2 Working with neighbouring ICB communications teams

It was also very important to the success of the consultation to work with colleagues in neighbouring ICBs, to reach both their residents and important stakeholders. This was particularly important for North West London (NWL) given that residents in areas in Brent (Harlesden and Willesden) had been identified as a potentially more impacted by the maternity and neonatal services proposals. Given that the ICB did not have the existing links into the local community, NWL ICB played an important role in facilitating contact with groups to ensure that engagement with Brent residents was possible. Both NWL and North East London (NEL) colleagues also supported by ensuring that the programme had agenda slots at key formal committee meetings (e.g., Harrow Health and Wellbeing Board, Brent Community and Wellbeing Scrutiny Committee). We also worked with colleagues at Hertfordshire and West Essex ICB who promoted the consultation through their channels and with their stakeholders. We are very grateful for the support of all colleagues in neighbouring ICBs.

3.7.3 Patient and Public Engagement Group

Start Well's Patient and Public Engagement Group provided advice and guidance during the consultation, including:

- Ensuring we were facilitating involvement from a wide range of communities, including all relevant groups identified in the interim IIAs
- Commenting on methods to raise awareness of the consultation with NCL residents and stakeholders
- Particularly ensuring that we engaged with children and young people in a meaningful way to allow them to participate in the consultation
- Providing input into progress at a mid-way point meeting

3.8 Materials used to support the consultation

In line with the consultation plan and principles, a range of materials in different formats were developed to support the consultation. These materials were designed to be accessible and ranged from being very detailed, to summary versions that explained the proposals in brief. The materials that were developed and used in the consultation period can be found in the table below.

The development of the materials was done with the support of Hood & Woolf, an organisation that specialises in supporting organisations to engage and consult well and effectively. The materials were also reviewed as part of the formal NHSE Stage 2 assurance process.

The core consultation materials were hosted on the NCL ICB website and had alternative text enabled for those who use screen readers. Physical copies were printed and used to support at meetings and made available at key locations such as hospitals for people to read and pick up. Physical copies could also be requested to be sent to individuals who contacted the consultation

team. Translations into other languages or different formats (e.g. large type, braille, audio) were available on request to ensure our materials were as accessible as possible. The materials were tested with a reader panel of local residents to make sure that the language and explanation of the proposals was as clear as possible. All the materials included information on where to find out more with links to the website, a telephone number and email address for more information or to provide feedback on the proposals.

	Description
Consultation document	This is a public-facing summary of the pre-consultation business case. It is a very detailed document which outlines in full the proposals included in the consultation. This document explains the reasons we think changes are needed, the process for developing the options put forward for consultation, the options being consulted on and the possible impact of implementing them drawn from the interim integrated impact assessment.
Summary consultation document	A shorter summary of the consultation document giving a briefer overview of the proposals. This document was translated into 18 of the most commonly used languages in our local area (NCL boroughs as well as Brent and Harrow). Translations were available in: Albanian, Arabic, Bengali, Bulgarian, Farsi, French, Gujarati, Italian, Kurdish, Polish, Portuguese, Romanian, Somali, Spanish, Sylheti, Turkish, Ukrainian and Urdu.
Consultation leaflet	A much shorter document about the consultation that could be read quickly to understand the key information about the proposals, and to signpost to further information if needed.
Easy read consultation documents: <ul style="list-style-type: none"> • Maternity and neonatal • Children's surgery 	Easy read documents for both the maternity and neonatal services and children's surgical services proposals were developed. They are particularly written to be more accessible and easier to understand for a wide range of audiences. These are documents that contain a lot of images to explain the proposals and much less text. They were designed by a specialist agency in this area.
Consultation questionnaire	<p>A questionnaire was developed which aimed to capture views of respondents on the proposals. This questionnaire was independently hosted on Opinion Research Services' website, which was accessed through the ICB webpages through a single click. The questionnaire included some information about the proposals in each question to ensure that those responding could give informed views. The questionnaire provided some background information before each question, and also linked through to the consultation materials hosted on the ICB website, so people could read about the proposals before responding.</p> <p>Physical copies of the questionnaire were also available with a freepost address to return them for anyone completing offline. The questionnaire was also translated into seven key community languages including: Polish, Turkish, Kurdish, Romanian, Somalian, Italian and Ukrainian. The questionnaire could have been translated into other languages on request.</p> <p>The print version of the questionnaire can be found in appendix 8.1.</p>

Animation	A short, animated video was developed that explained the maternity and neonatal services proposals. This video is less than three and a half minutes long, and explains the context for the consultation, rationale for why we believe changes are needed, and the anticipated benefits. The maternity and neonatal services proposal was prioritised to have an animation due to its larger potential impact on local residents and people using services.
Posters	A number of posters were designed to promote the consultation. These included an image, a description of the consultation, dates that the consultation was live and a QR code linking to the ICB website where people could access more information and complete the questionnaire. The posters were distributed to high footfall areas for our target populations such as hospital waiting rooms and community centres.
Leaflet with QR code	A small A5 size leaflet was designed that had an image, description of the consultation, and a QR code linking to the ICB website where people could access more information and complete the questionnaire. This was designed to be available in areas where people may have an interest in the proposals (e.g., hospital waiting rooms) and given out at events to people who expressed an interest in finding out more.
Communications toolkit	A communications toolkit was developed to support our partners in promoting the consultation. This toolkit contained a range of agreed text and wording that could be used to promote the consultation. This ranged from a long-form article to be used in newsletters, to a much shorter news item and social media text and graphics. This toolkit was refreshed in the middle of the consultation to have content that promoted borough drop-in events, as well as text that could be shared via WhatsApp.
Frequently asked questions	Answers to some frequently asked questions were included on the ICS website. These covered content such as the process and timeline of the programme, some further information about the proposals themselves, and how the proposals may impact on residents.

In addition to the above materials which were written and designed to explain the proposals in a patient/public-friendly way, some additional technical documents were published and made available for members of the public to read if they wished. These are business cases and other documents written for ICB decision-makers and go into more detail about the proposals. These were:

- [Maternity and neonatal services pre-consultation business case](#), [Edgware Birth Centre addendum to the maternity and neonatal pre-consultation business case](#) and [paediatric surgery pre-consultation business case](#)
- [Maternity and neonatal services interim integrated impact assessment](#) and [paediatric surgery interim integrated impact assessment](#)
- [Maternity and neonatal services pre-consultation engagement report](#)
- [London Clinical Senate review – North Central London Start Well programme](#)

3.9 Ways to provide feedback

In line with the consultation principles, we wanted to ensure that there were a range of mechanisms by which people could provide their feedback and this be recorded. These are outlined below:

- **Completing a questionnaire:** this was available both online and in physical format. We provided details of how a physical copy could be requested for anyone that had a preference towards this and this could be returned to ORS with via a Freepost address
- **Providing written feedback:** written feedback could be provided via email or letter (which could be sent to the freepost address)
- **Telephone:** telephone line was staffed and advertised through the duration of the consultation period for anyone to seek information or provide feedback over the phone
- **Providing feedback at a focus group or meeting:** a range of meetings were organised and facilitated throughout the consultation period. These took place in person and online and were generally organised to reach groups identified as potentially impacted by the interim impact assessments or staff
- **Providing feedback via a 1:1 interview:** for some individuals such as those with experiences of mental health services, the most suitable way to capture their views was via a 1:1 interview, therefore a number of these were conducted through the consultation period
- **Attending a drop-in meeting:** a drop-in meeting was held in each of the five NCL boroughs, and Brent, at community venues such as libraries and children's centres

For feedback that was collected at focus group meetings or interviews, a conversation guide was developed which mirrored general questions being asked by the consultation questionnaire.

3.10 The approach to seeking feedback on the three proposals

As has been outlined, there were three separate proposals which were being consulted on. We were seeking feedback on all three of these proposals during the consultation. There were some groups or individuals where feedback was gathered on either one or two elements of the three proposals due to their demographics, where they lived or particular interest in the consultation making only aspects of the proposals more relevant to them. There were other groups where feedback was collected on all elements of the proposals. Later in the report there are sections which cover the activities undertaken in relation to the different elements of the proposals and in some cases activities are recorded in more than one section.

3.11 Recording consultation activities and feedback

The ICB Start Well programme team worked with ORS to collate and share information recorded during the consultation period. In order to do this, templates were put together that aided with data recording. This encompassed:

- Recording consultation activities and number of people attending them – this ensured that there was a consistent approach to capturing information about meetings attended by the programme team
- A template that was used for focus groups and meetings where more detailed notes were recorded, such as focus groups organised with the help of voluntary sector organisations and staff engagement meetings. This included different headings that aligned to the conversation guide to support with notes capture

In general, two members of the ICB programme team attended all events therefore notes were recorded by one member of the team and then checked by the other in advance of submission.

Meeting notes were then securely shared with ORS periodically through the consultation period via a secure link.

3.12 The mid-point review

At the middle-point of the consultation, we conducted a review of progress against the priorities that were set out in our plan. This meeting was attended by the senior team overseeing the programme from the ICB, NHSE London Region and ORS. This review involved:

- Presentation of activities undertaken to date and what was scheduled for the remainder of the consultation period
- Mapping these activities against the priority groups that we identified in the interim integrated impact assessment
- An overview of the responses to the questionnaire to date including:
 - Demographics of those that had responded
 - A high-level summary of emerging themes from the quantitative feedback so far.

This process helped to identify gaps in the responses or activities to date and led us to agree some priority actions for the remainder of the consultation period. This led to:

- Efforts being focused on VCS organisations that work with some groups identified by the interim IIAs, such as women from Asian communities
- Seeking support from Trust teams to identify service users with lived experience that we had not reached through other mechanisms (e.g., those with experience of mental health services)
- Agreeing some additional actions to target residents in potentially impacted geographies:
 - A letter to be sent to a sample of households in the target areas impacted by the maternity and neonatal services proposals (Harlesden and Willesden for option A, and Holloway and Finsbury Park for option B)
 - Some additional commissioned focus groups with residents in the target areas impacted by both the maternity and neonatal services and children's surgical services proposals – this is described in [section 6](#)
- Identifying some additional organisations that were not on the original stakeholder list that was developed, to write to requesting feedback.

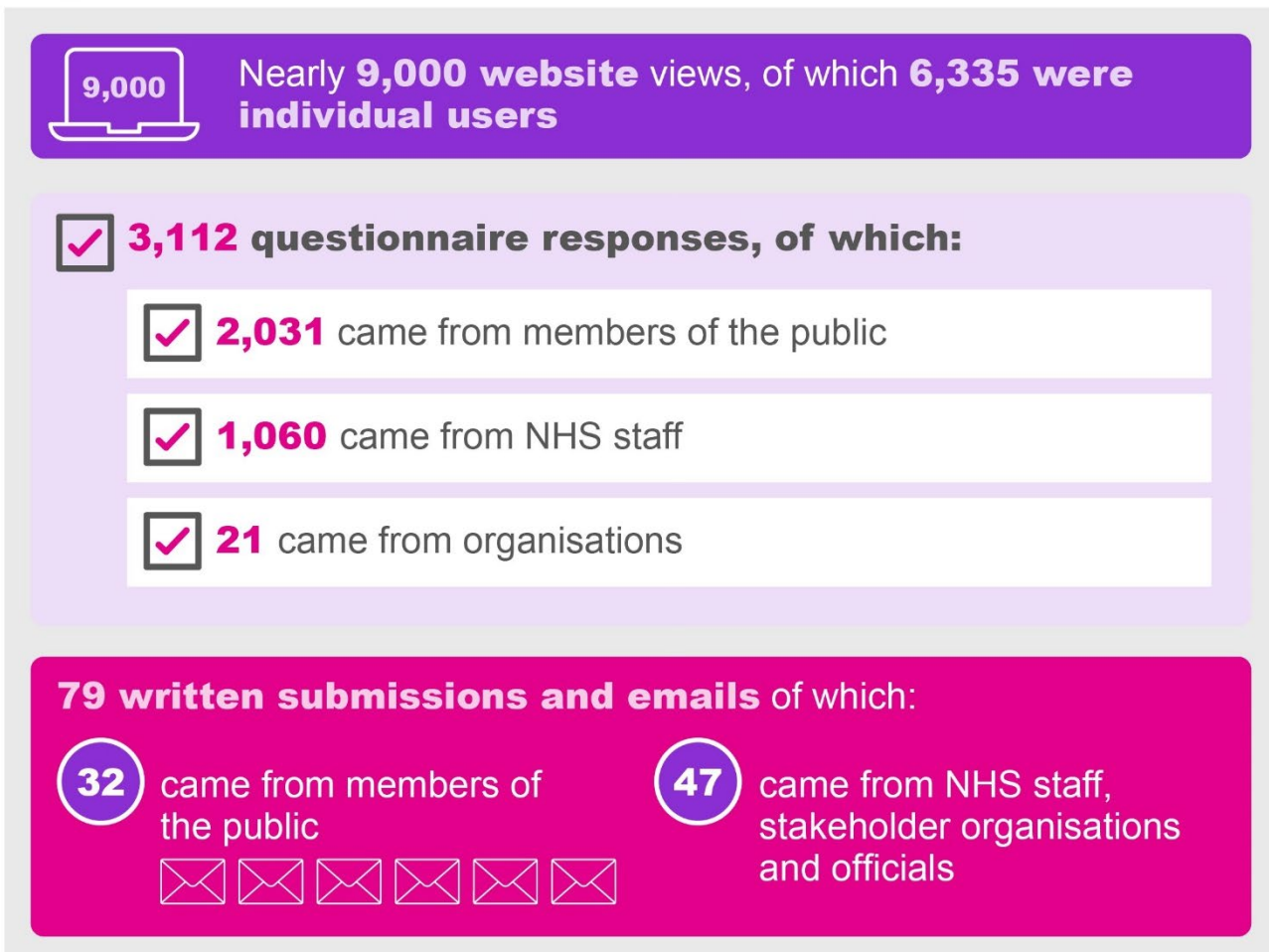
4. Promoting the opportunity to participate in the consultation

During the consultation period, we promoted as widely as possible the opportunity for residents to review the proposals and answer the questionnaire. This was done through promotion on social media, printed media, placing physical materials at local hospitals, libraries and children's centres and attending promotional events. This section outlines the efforts made in each of these areas and the reach that was achieved.

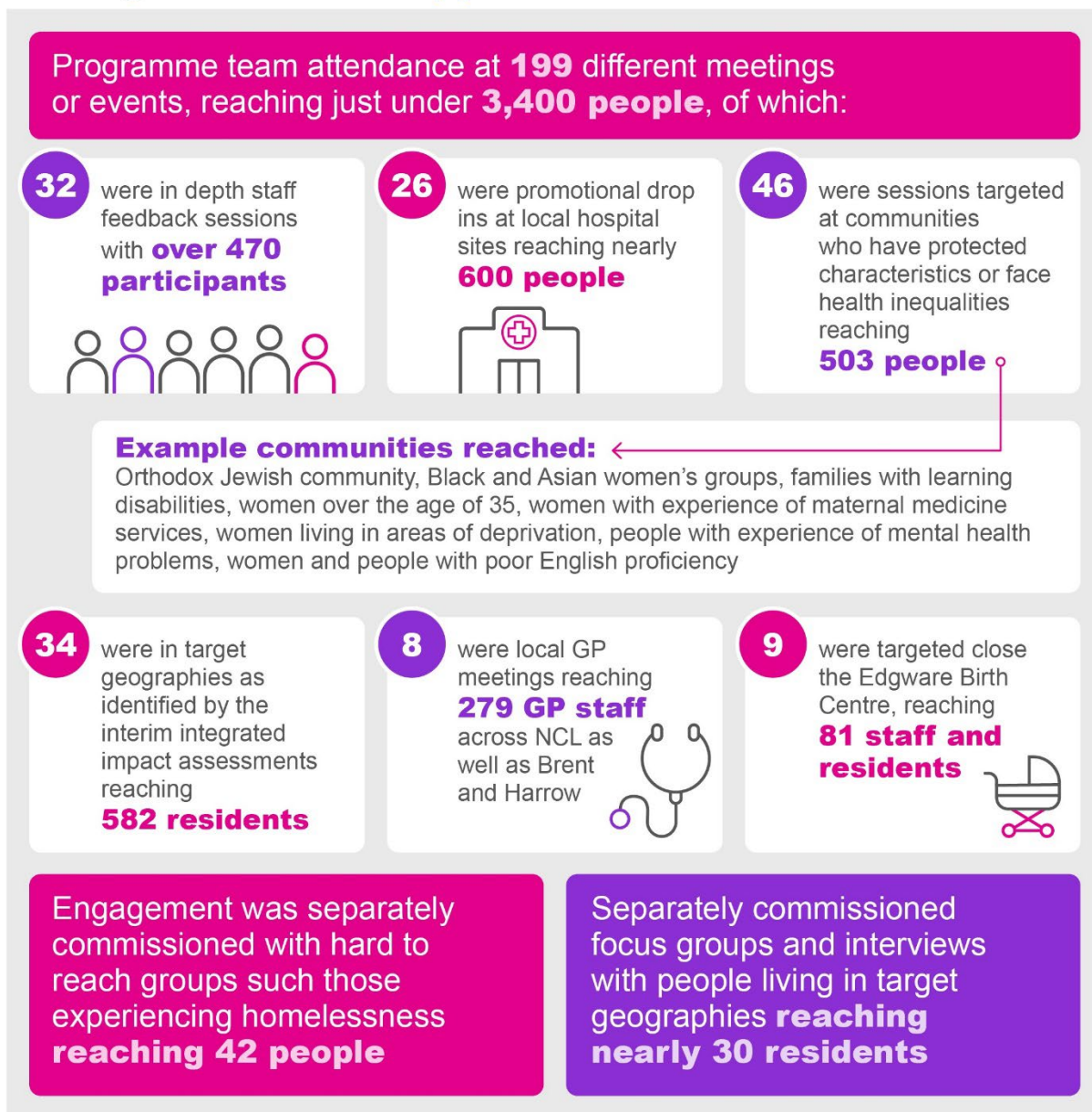
Promotional activities



Engagement with the consultation and feedback



Meetings and feedback opportunities



4.1 The Start Well programme public-facing webpages (hosted on the ICB website)

The website was used as the primary place where residents, service users and stakeholders were directed to information about the consultation, how they could give their feedback and link through to our online questionnaire. This was hosted on the NCL ICB website, and an easy-to-read URL (nclhealthandcare.org.uk/start-well) was made and published on printed materials. The website was set up in a way that enabled a single click from the homepage to the Start Well online questionnaire which was hosted by ORS. In total over 6,300 individuals visited the consultation website home page in the 14-week period.

The table below outlines the number of visitors to the different pages on the consultation website through the 14-week consultation period.

Website page	Total views	Individual user views
Consultation home page	8,906	6,335
Key information page	1,257	919
Share your views page	922	677
Drop in sessions page	921	727
Additional documents page	244	97

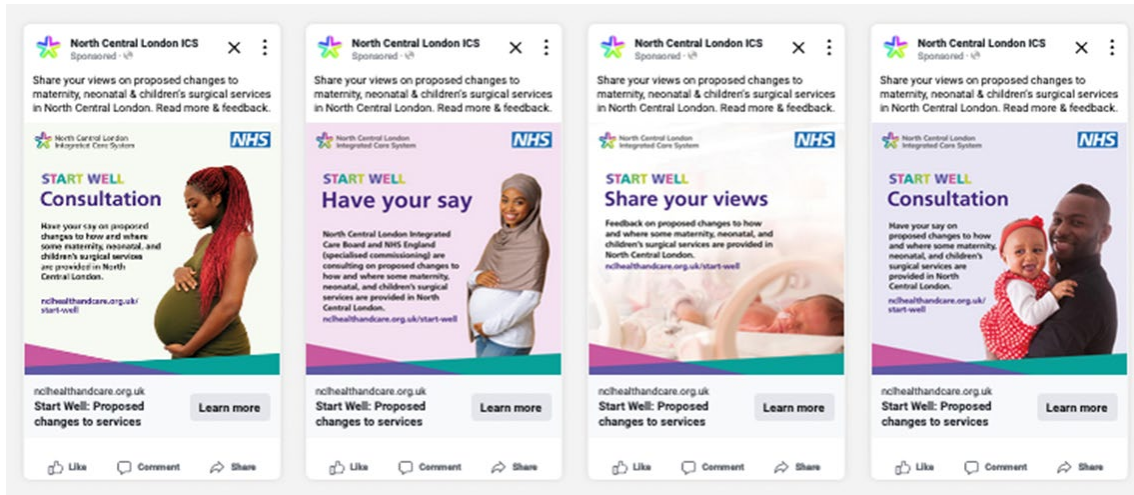
In addition to the main webpage that hosted the information about the consultation, the ICS website also had a news item on its homepage for the duration of the consultation. The number of views that this item had is included in the below table:

	Total views	Individual user views
Start well consultation news item	10,519	7,513

4.2 Use of social media

Social media was used in different ways to promote the opportunity to take part in the consultation. This included:

- Regular posting on the ICB, NHS Trusts and NHSE London social media accounts. This included X, Instagram, Facebook and LinkedIn. It was done at agreed intervals of at least weekly, with some bursts of activity around particular milestones or when additional content was available
- Video content featuring staff working in the services which encouraged people to take part in the consultation and was shared on the YouTube channel and promoted via social media posts
- A paid-for advertising campaign on Facebook and Google was undertaken to promote the consultation in the local area. This targeted all adults aged 18+ in Barnet, Brent, Camden, Enfield, Haringey, Harrow and Islington. Examples of the adverts on Facebook can be found in the image below
- A secondary paid-for social media advertising campaign was undertaken to promote the opportunity to take part in focus groups which targeted people from certain demographics (older and younger women).
- The consultation was also promoted via social media by parties such as local politicians, councils and VCS organisations.



A summary of the reach and engagement with the paid online advertising of the consultation is below:

	Google display	Facebook	Total
Impressions to consultation*	439,693	262,890	702,583
Clicks to consultation	1,368	1,988	3,356

A summary of the reach and engagement with the ICB's social media posts is below:

	X	Facebook	Instagram	Total
Impressions to consultation*	16,582	2,667	2,667	20,996
Clicks to consultation	275	40	-	315

*an impression is when a user sees an advertisement or social media post. It occurs any time a user opens an app or website and the post, advert or content is visible.

The views of the videos that were uploaded to YouTube and shared via the website and social media posts are outlined in the below table:

	Total views
Start Well consultation video (outlining the proposals)	934
Staff video content (encouraging residents to take part)	376
Total	1,310

4.3 Use of media

As part of the consultation plan, it was agreed that print and online media would also be used in addition to social media to promote the consultation. This was to include both paid-for advertising

as well as coverage or promotion gained from methods other than paid advertising – known as ‘earned media’.

4.3.1 Paid-for print advertising

To promote the consultation with local residents, either half or quarter page adverts were taken out in the below local papers:

- Camden New Journal
- Islington Tribune
- Islington Gazette
- Brent and Kilburn Times
- Ham and High
- Barnet Borough Times
- Enfield Independent
- Barnet Post
- Haringey Community Press
- Enfield Dispatch

4.3.2 Earned media

The ICB communications team worked with the local media to encourage regular news articles about the programme in the local news. The following activity was carried out to achieve this:

- A briefing for the local press was arranged to coincide with the ICB Board papers being published to share the aims of the programme and the proposals for consultation that the ICB Board was being asked to consider at their meeting (28 November 2023)
- Press releases were shared on the following dates:
 - 29 November 2023 – when the papers were published for the ICB Board meeting, outlining the proposals for consultation
 - 11 December 2023 – at the launch of the consultation
 - 6 February 2024 – a letter from NCL clinical leaders was shared with media outlets, encouraging feedback on the proposals
 - 12 March 2024 – a reminder that residents had one more week to share their views on the proposals
 - 18 March 2024 – sharing that the consultation had closed, thanking people for their input and outlining the next steps
- In addition to this, four interviews were accepted for both London radio and television and the Chief Medical Officer of the ICB (and chair of the Start Well programme board) took part representing the ICB

This activity resulted in over 40 pieces of media coverage. This ranged from articles in local and national papers as well as interviews on BBC London Radio and coverage on ITV London news. A summary of this activity can be found in [appendix 10.5](#).

4.4 Promotional materials in key locations

As outlined in [section 3.8](#), there were a number of materials made available to promote the consultation including a QR code that linked directly to the consultation website. This included:

- Posters, banners and leaflets at all the local hospital sites, targeted in locations likely to be used by those accessing maternity or children’s services
- Posters and leaflets in local libraries, with a particular focus on areas close to the potentially impacted hospitals
- Posters and leaflets in local children’s centres
- Posters left in local voluntary sector organisations
- Posters left in faith venues

Examples of two of the posters used to promote the consultation are below:



4.5 Promoting through local voluntary sector organisations and councils

During the consultation period, we wrote on at least three times to over 300 of relevant local voluntary and community sector organisations (the full list of organisations contacted can be found in appendix 10.1), some of them very small grassroots community groups, to inform them of the consultation and ways in which they could take part. We also asked them to share the information and opportunity to get involved with their networks and communities. As part of this we also circulated our communications toolkit which had consistent text and other content that could be used for them to include in newsletters, social media posts and to share via WhatsApp.

We worked with colleagues in local councils (in all NCL boroughs, Brent and Harrow) to promote the consultation in local schools’ bulletins. This was done on two occasions – at the start of the consultation period and towards the end of the 14-week period. Council colleagues also supported the consultation by using the communications toolkit to promote the opportunity to take part through their public-facing channels. As an example of this, Brent Council included the consultation on their ‘Have Your Say Platform’ which promotes live consultations to residents.

4.6 Promotional events

During the consultation period the Start Well programme team attended a number of promotional events aimed at encouraging engagement with the consultation. These were targeted in areas where it was likely potential service users may be and in certain geographies. These events included:

- Drop-ins at all hospital sites, in particular at antenatal and children’s clinics
- Drop-ins at local health centres in target geographies – the timing of attendance focussed on baby weighing clinics
- Attending ‘stay and play’ sessions at local children’s centres – particularly in areas likely to be impacted by potential changes and in areas identified through the interim integrated impact assessment
- Attendance at existing health promotion events organised by other organisations – such as community breakfast clubs, where residents could access health checks and advice.

The programme team attended 78 events that fell into the above categories, reaching 1,425 people. A full list of the events attended can be found in [appendix 10.6](#).

4.7 Open to all drop-ins

In addition to directing residents to the website for them to give their views via the questionnaire, we also provided the opportunity to discuss the proposals in person. In the second half of the consultation period, six open-to-all drop-in sessions were advertised and promoted. These sessions invited any residents to come along and talk to the team about the proposals, ask questions and give their views. A drop-in session was held in each of Barnet, Brent, Camden, Enfield, Haringey and Islington. The venues for each of these sessions were targeted in geographic areas that were identified as potentially impacted by the maternity and neonatal and children’s surgery integrated impact assessments. A summary of the meeting dates and locations are in the table below.

These drop-in sessions were advertised through social media, VCSE partners and on the website.

Borough	Venue	Date
Barnet	Watling Community Association, HA8 0TR	29/02/2024
Brent	Harlesden Library, NW10 8SE	06/03/2024
Camden	Belsize Community Library, NW3 4XN	23/02/2024
Enfield	Edmonton Green Library, N9 0TN	04/03/2024
Haringey	Tottenham Community Sports Centre, N17 8AD	28/02/2024
Islington	Finsbury Park Trust, N4 2DA	20/02/2024

5. Targeted engagement activities informed by the interim integrated impact assessments

5.1 Target groups to engage with – maternity and neonatal services

As outlined in our introduction, one of the key principles of our consultation was to reach the groups that were identified by our interim IIAs. These groups were identified as they have protected characteristics, potentially harder to reach through consultation and also those that are potentially more materially impacted by the proposed changes. This was informed by the interim integrated impact assessment that was carried out prior to the launch of the consultation. This impact assessment looked at both demographics and geography to determine who and how different groups may be impacted by the proposals. The list of groups that were targeted can be found below, in all the below categories, we were targeting service users or potential service users who are of childbearing age:

- Black African and Caribbean women and people
- Asian women and people (particularly Pakistani and Bangladeshi)
- Women and people living in areas of deprivation
- Women and people who are carers
- Orthodox Jewish women and people
- Women and people with experience of mental health problems
- Women and people from LGBTQ+ communities
- Women and people with poor English proficiency and women and people with poor literacy
- Women and people with disabilities
- Women and people belonging to inclusion health groups such as people who are homeless, dependent on drugs and alcohol, asylum seekers and Gypsy, Roma and Traveller
- Older women and people (35+)
- Younger women and people (under 20)
- Women and people living in Harlesden and Willesden
- Women and people living in Holloway and Finsbury Park.

As described in the introduction, for the above groups the aim was to seek in depth qualitative feedback to both understand their views on the proposals themselves, but also understand what the potential impact of these changes would be on communities and what possible mitigations we could put in place.

5.2 Target groups to engage with – children’s surgery

The potential changes for children’s surgical care apply to children who are under the age of five. As such, the interim IIA focussed on both the characteristics of children, but also carers of children who may require surgical interventions. It should be noted that the number of people potentially impacted by the changes to children’s surgical care is less than the potentially impacted population for the maternity and neonatal services as the majority of surgical care would remain unchanged under the proposals.

The interim IIA identified the below potentially impacted groups who we sought to hear feedback from during the consultation:

- Families living in areas of deprivation
- Families who are ethnic minorities
- Families with poor English proficiency
- Families in poor health
- Children or carers with disabilities
- Children from single parent households
- Children with special educational needs
- Looked after children
- Families living in Edmonton and Tottenham
- Families living in Cricklewood and Dollis Hill
- Inclusion health groups

In addition, looked after children were also identified in the IIA as being a potentially impacted group but we didn't manage to gather any specific views from this group. We will make additional effort to reach them during subsequent phases of the work

5.3 Approaches taken to undertake targeted engagement

A number of approaches were taken to engage with people from the groups mentioned in [section 5.1](#) and [5.2](#):

- Over 300 Voluntary and Community Sector (VCS) organisations were contacted in the consultation period to support us in setting up engagement opportunities. These organisations were identified and prioritised based on them working with residents who may belong to one or multiple of the communities outlined in sections 4.1 and 4.2. Many of these organisations had prior involvement with the programme and had supported with the pre-consultation engagement so there was an established relationship
- Sharing the priority groups at Council and other stakeholder meetings where people may have links into existing community groups and following up on leads shared
- Attendance at existing forums such as Multifaith Forums to explore opportunities for further engagement or contacts within communities
- Local children's centres advertised focus groups on our behalf for parents living in the local area who access the services at the children's centre
- Trust communications teams supported us in identifying past or current service users with lived experience who were happy to participate in either an interview or focus group
- Social media advertising was undertaken to recruit focus groups for both older and younger age demographics in our consultation catchment area
- Youth summit recruitment through a specialist organisation called Participation People. More information about this can be found in [section 5.6](#).

5.4 Engagement undertaken with target groups – maternity and neonatal services proposals

Overall, there was successful engagement with a range of groups representative of the target populations during the consultation period. The full list of meetings and focus groups undertaken is outlined in [appendix 10.6](#), however, below there is a high-level summary of the activities that were carried out to promote the consultation and obtain feedback. Later in this section, we outline the efforts made to engage two of the target groups as examples of the diverse strategies used by the programme team to reach them and gather their feedback.

Target group	Activities undertaken
Black African and Caribbean women and people	Focus groups held with the following groups: <ul style="list-style-type: none"> • Umoja • Phoenix Family Centre • Rise Project
Asian women and people (particularly Pakistani and Bangladeshi)	Focus groups held with the following groups: <ul style="list-style-type: none"> • Bengali Worker’s Association • Wightman Road Mosque • Manor Garden’s Centre
Women and people living in areas of deprivation	Promotion and engagement activities were targeted in areas of higher deprivation and these areas were also most likely to be impacted by the proposals, therefore this was a focus of the consultation activities as a whole.
Orthodox Jewish women and people	In depth engagement was undertaken in relation to the Orthodox Jewish Community. This is described in section 4.4.1 .
Women and people with disabilities	<ul style="list-style-type: none"> • Focus groups held with the following groups: <ul style="list-style-type: none"> • Elfrida Society • A group for parents who have ADHD • Five 1:1 interviews were undertaken with women who have complex medical histories and disabilities • Meeting with staff from the Royal Association for Deaf people
Older women and people (40+)	<ul style="list-style-type: none"> • Two focus groups were undertaken following targeted advertising and online recruitment
Younger women and people (under 20)	<ul style="list-style-type: none"> • We held a youth summit gaining the views of young people on the proposals (this is outlined in more detail in section 4.6) • In addition we had a recruitment campaign on social media attempting to recruit to a focus group for this group, however it was not successful
Women and people with experience of mental health problems	<ul style="list-style-type: none"> • One online focus group was held • Five 1:1 interviews were undertaken with service users with lived experience of mental illness and using mental health services
Women and people from LGBTQ+ communities	Additional engagement was commissioned for this group. This is explored in section 5 .
Women and people who are carers	<ul style="list-style-type: none"> • A focus group was held at Barnet Mencap which was for parents with children who have additional needs

Women and people with poor English proficiency and women and people with poor literacy	<ul style="list-style-type: none"> • A number of focus groups and meetings included women for whom English was not their first language and there was an interpreter available. This included: <ul style="list-style-type: none"> • Bengali Worker’s Association • Phoenix Family Centre • Manor Garden’s Centre • The Romanian and Eastern European Centre • House of Polish & European community • A stay and play for Turkish and Bulgarian families
Women and people belonging to inclusion health groups such as people who are homeless, dependent on drugs and alcohol, asylum seekers and Gypsy, Roma and Traveller communities	Additional engagement was commissioned for this group and is described in section 6 .
Women and people living in Harlesden and Willesden	Targeted activities were undertaken to engage with people living in these areas. This is described in section 5.4.2 .
Women and people living in Holloway and Finsbury Park	Targeted activities were undertaken to engage with people living in these areas. This is described in section 5.4.2 .

5.4.1 Engagement with the Orthodox Jewish community

The Orthodox Jewish Community were identified in the maternity and neonatal services interim IIA as a group that would potentially be impacted by the maternity proposals in option A therefore, they were a group that we wanted to hear from during the consultation period. From the pre-consultation engagement we undertook to support the interim IIA, we had existing links into some VCS organisations who work within the community. It was however important that the engagement in the consultation period went further than this to understand in-depth views on and the impact of the proposal on members of the community. To do this, the following avenues were followed:

- It was acknowledged that many members of the orthodox Jewish community do not have social media and therefore may not be reached by the wider advertising that was being undertaken, therefore upon the advice of a charity that works with the community, either quarter or half page advertisements were placed in local Jewish circulars / papers. These were:
 - Hamodia
 - The North London Circular
 - The Jewish Tribune
- In addition to this targeted advertising, we worked with community leaders to set up a feedback session that would allow both women with experiences of maternity services, community leaders, and those working with the community, to provide their feedback and input into the proposals. This resulted in:
 - Eight 1:1 in depth interviews conducted at a local synagogue with women who had experiences of local maternity services, recruited by doulas from the orthodox Jewish community. In the interviews women shared their experiences, views on the

- proposals, impact of the options being considered and potential mitigations that could be put in place to reduce any negative impact of the proposals
- Two roundtable meetings with members of the community or those that work closely with them to explore their views on the proposals and their impact on this community. The first was an initial scoping meeting and the second more in depth capturing views on the proposals. Included in this discussion were:
 - Community birth coaches who support orthodox Jewish women during labour
 - A local Rabbi
 - Two Barnet local councillors
 - A community midwife working in the area
 - Scientific advisor for a Jewish fertility charity
 - Doctors from the orthodox Jewish community
 - An obstetrician from the Royal Free Hospital
 - The Chair of Hatzola North West (Jewish ambulance service).

The feedback shared in these discussions was sent to ORS for collation and analysis, and alongside other feedback, will be incorporated into their independent report. We are grateful to the members of the community that supported us in setting up this important feedback session.

5.4.2 Targeting residents living in potentially impacted geographies

As outlined above, residents of Harlesden and Willesden, and Holloway and Finsbury Park were identified as being potentially particularly impacted by the maternity and neonatal services proposals. As a result, efforts were prioritised to gain feedback from residents living in these areas. We were seeking both to engage directly with residents through events and hear from residents through them responding to our questionnaire or writing to, emailing or telephoning us. The below table highlights the events that were undertaken in these target areas. The events undertaken included stay and plays at local children’s centres, drop-ins at existing health promotion events, ‘open to all’ borough drop-ins and a focus group with residents.

	Harlesden and Willesden	Holloway and Finsbury Park	Total
Number of events	12	8	20

In addition to attending events in the target areas and to ensure a greater level of awareness of the proposals amongst residents, a letter was sent to just over a third of households living in the potentially impacted areas. The letter which can be found in [appendix 10.4](#) was drafted by the programme team and sent independently on behalf of the programme by ORS. The letter:

- Included a QR code that linked to the ICB website which hosted consultation materials and link through to the questionnaire
- Had information on the back translated into the 18 most commonly used languages in our area, and outlining how information about the consultation in other languages could be sought
- Explained the potential changes and invited residents to provide their feedback via the questionnaire.

This was not intended to be a letter that every household would receive but was part of our wider campaign to reach a wide breadth of people in our target areas and to gather a range of insights on our proposals. We were advised by the independent research company, ORS, that a targeted

letter to a third of the local population in this geography would be a robust and statistically relevant sample. All residents in this area had the opportunity to respond to our proposals through a range of other mechanisms, as described elsewhere in this report.

The table below highlights how many households were included in the letter mail-out for each of the target areas.

	Harlesden and Willesden	Holloway and Finsbury Park	Total
Number of households included in letter mailout	3,822	3,153	6,975

5.5 Engagement undertaken with target groups – children’s surgery proposals

Engagement on the children’s surgery proposal was undertaken in many cases alongside the maternity and neonatal services consultation activity.

Target group	Activities undertaken
Families living in areas of deprivation	Promotion and engagement activities were targeted in areas of higher deprivation and areas most likely to be impacted by the proposals. Therefore, this was a focus of the consultation activities as a whole.
Families who are ethnic minorities	A number of events were undertaken with groups from different ethnicities. Feedback was sought on the surgical proposals from the following groups: <ul style="list-style-type: none"> • Umoja – a group that supports women from African community • Two focus group meetings for women from the Somali community (Assunah Women’s group and RISE project) • Manor Gardens Centre focus group
Families with poor English proficiency	A number of focus groups and meetings included families for whom English was not their first language and there was an interpreter available. This included: <ul style="list-style-type: none"> • Phoenix Family Centre • Manor Garden’s Centre • The Romanian and Eastern European Centre • A focus group with House of Polish & European community • A stay and play for Turkish and Bulgarian families
Children who have poor health	This group was hard to capture explicitly through the work with VCS or other organisations, but the following groups were identified as a potentially reaching children who may have poorer health:

	<ul style="list-style-type: none"> • Attending children’s clinics at hospitals where parents were taking their children for appointments • GOSH facilitated a feedback session with their young people’s forum which is made up of past and current service users
Children or carers with disabilities	<p>The views of those with disabilities were explored and sought from the following groups:</p> <ul style="list-style-type: none"> • Barnet MENCAP • A support group for parents with ADHD • A stay and play for children with special educational needs
Children from single parent households	This was covered as part of engagement with other groups.
Children with special educational needs	<p>This was explored with parents who have children who may have special educational needs. Including sessions with</p> <ul style="list-style-type: none"> • Barnet MENCAP (support group for parents with additional needs) • A stay and play for children with special educational needs
Families living in Edmonton, Tottenham, Cricklewood and Dolis Hill	<p>Overall, 14 engagement events were undertaken in target geographies for the children’s surgery proposal.</p> <p>In addition to this, some additional commissioned focus groups were undertaken for families living in these areas which covered their views on the surgery proposals.</p>
Inclusion health groups	Some additional activities were commissioned for people belonging to inclusion health groups. These sessions focussed on general access to health and care services, therefore the feedback and impacts will be applied across both maternity and children’s surgical services proposals.

5.6 Youth Summit

Recognising the importance of youth involvement in shaping future services, we have worked throughout the course of the programme with an organisation called Participation People who specialise in engagement with young people. We have organised a number of youth summits to seek the views and input of young people in the programme and proposals over the duration of the programme as whole, since its inception in November 2021.

During the consultation we hosted a youth summit to gain views and insights on both the maternity and neonatal and children’s surgery proposals and consultation approach, and Participation People also hosted several feedback sessions online for those who could not make the in-person event. This engagement reached over 30 young people living in all the NCL Boroughs, as well as Harrow. The feedback gained through this engagement has been sent to ORS for collation, analysis and inclusion in their consultation feedback report.

5.7 Engagement focussed on the Edgware Birth Centre proposals

As outlined in [section 2.1](#), also included in the consultation was a proposal around the possible closure of the birthing suites at the standalone birth centre at the Edgware Community Hospital site. It was therefore a priority in the consultation period to hear views about this proposal from service users, local residents and staff. Below is a summary of the targeted activities that took place specifically in relation to the Edgware Birth Centre proposal.

Event	Location	Date	Number of attendees
Edgware Birth Centre drop in	Edgware Community Hospital, HA8 0AD	11/01/2024	26
Stonegrove Community Trust - drop in	OneStonegrove, HA8 8BN	08/02/2024	12
Edgware Birth Centre - staff feedback	Edgware Community Hospital, HA8 0AD	15/02/2024	10
Stonegrove Community Trust - drop in	OneStonegrove, HA8 8BN	19/02/2024	10
Barnet borough drop in - open to all	Watling Community Association HA8 0TR	29/02/2024	3
Edgware service users (antenatal)	Edgware Community Hospital, HA8 0AD	01/03/2024	2
Edgware Birth Centre drop in	Edgware Community Hospital, HA8 0AD	07/03/2024	12
Romanian Culture and Charity Together	Watling Avenue Edgware, HA8	07/03/2024	1
Edgware service users (postnatal)	Online	11/03/2024	5
Total			81

6. Very targeted engagement

To ensure that we successfully engaged with the range of population groups identified by our interim integrated impact assessments, some additional engagement was commissioned, to be undertaken by other organisations. This engagement fell into two categories:

	Groups included	Approach to engagement
People with certain demographics known to be particularly hard to reach via other engagement mechanisms or	Refugees and people seeking asylum People who are homeless	<ul style="list-style-type: none"> Verve Communications were commissioned to undertake engagement with these groups The ICB programme team made a number of introductions to local contacts to support engagement with these groups and Verve followed up on these and set up engagement sessions

<p>who may not engage through routes that are outlined in section 5.1</p>	<p>LGBTQI+ people</p> <p>Roma people</p>	<ul style="list-style-type: none"> Given the nature of some of the groups involved, an amended topic guide was developed which focused on access to health services more generally that could be used to inform any mitigations that may be needed to support groups in the event of proposed changes being agreed A separate report was written up summarising the engagement and sent on to ORS for inclusion in their analysis This report will be published alongside the full consultation feedback report written by ORS
<p>People living in the geographical areas potentially impacted by changes</p>	<p>Maternity and neonatal proposals:</p> <ul style="list-style-type: none"> Holloway and Finsbury Park Harlesden and Willesden <p>Children's surgery proposals:</p> <ul style="list-style-type: none"> Cricklewood and Dollis Hill Edmonton and Tottenham 	<ul style="list-style-type: none"> Given that residents of these geographical areas were identified as potentially more impacted by the interim IIAs, at the mid-point review it was agreed that some additional targeted engagement may be needed to ensure that views of local residents were well captured The programme commissioned ORS to recruit to representative focus groups to be undertaken with residents living in these areas Focus groups with residents from Holloway and Finsbury Park and Harlesden and Willesden focussed on Maternity and neonatal services proposals (in addition to the targeted letter that is described above) Focus groups with residents of Cricklewood and Dollis Hill and Edmonton and Tottenham focussed on the children's surgical services proposals Further information about these focus groups and the feedback that was obtained from them will be published in the full feedback report written by ORS

7. Staff engagement

Staff working at Trusts in NCL, and those working in services potentially impacted by the proposals for change, were key groups that we wanted to reach through the consultation period. This section explores the approaches taken to involve staff and the engagement that was undertaken.

7.1 Approach to staff engagement

The approach to engaging with staff was managed through the local Trust communications leads and the communications leads working group that had been meeting throughout the pre-consultation period. Given their local knowledge and expertise, it was determined that this would be the best way to reach the right staffing groups and set up mechanisms to provide feedback.

Front-line staff were engaged through meetings that were set up specifically to discuss the Start Well proposals, and through attendance at existing meetings with certain staff groups.

Staff were also actively encouraged to provide individual feedback by responding to the questionnaire or providing separate written feedback. This was promoted through internal intranet pages and news stories at intervals throughout the consultation period and managed through communications leads, using consistent messages and materials that were developed by the programme team. A summary of the range of activities carried out by Trust teams to support with promotion of the consultation can be found in the table below.

Trust	Activities
Great Ormond Street Hospital for Children NHS Foundation Trust	<ul style="list-style-type: none"> • Nine internal intranet posts • Screensaver reminding staff to share their views, displayed on all Trust computers • Several 'all staff' emails and Trust-wide invitation to feedback sessions • Posting on social media including X and LinkedIn
North Middlesex University Hospitals NHS Trust	<ul style="list-style-type: none"> • Consultation promoted on four occasions through intranet or all staff briefings • Posts shared on social media channels on three occasions • Information shared in Chief Executive and Chair's report for Board papers three times
Royal Free London NHS Foundation Trust	<ul style="list-style-type: none"> • Five posts on Trust intranet through the consultation period • Five articles on external website • Regular posting on X, Instagram and Facebook resulting in a reach of nearly 19,000 users • Included in three monthly stakeholder updates (~180 person distribution) • Included in the weekly roundup for governors throughout the consultation period • 16 email updates to all staff • Included in Chief Executive briefing to staff on four occasions • Banner included on intranet pages promoting the consultation
University College London Hospitals NHS Foundation Trust	<ul style="list-style-type: none"> • Two news items on the external website as well as sharing of social media posts • An all staff briefing led by the Trust executive lead for the programme • Three internal news stories via an all staff communication
Whittington Health NHS Trust	<ul style="list-style-type: none"> • News stories on public facing website on two occasions • Shared on the staff intranet and via all staff emails on four occasions • Mentioned in the Chief Executive's briefing every two weeks during consultation period • Regular posting on social media channels (at least once a week and once a day during final week) • Included in three external stakeholder bulletins with a distribution of around 2,900 people

7.2 Engagement undertaken

A summary of the meetings that took place with staff can be found in the table below:

Trust	Number of facilitated feedback sessions	Number of attendees
Great Ormond Street Hospital	3	87
North Middlesex University Hospital NHS Trust	1	15
Royal Free London NHS Foundation Trust – Barnet Hospital	1	2
Royal Free London NHS Foundation Trust – Edgware Birth Centre	1	10
Royal Free London NHS Foundation Trust – Royal Free Hospital	13	133
University College London Hospitals NHS Foundation Trust	7	151
Whittington Health NHS Trust	6	74
Total	32	472

In addition to the above, as outlined in [section 4.6](#), the programme team also attended promotional drop-in sessions at each of the sites. These were aimed at widely promoting the consultation to both those using services as well as staff, in total over 590 people were reached through these hospital drop-ins. A summary of the drop-ins that were held at the NCL hospital sites are below.

Trust	Number of drop-in sessions	Number of attendees
Great Ormond Street Hospital for Children NHS Foundation Trust	2	18
North Middlesex University Hospital NHS Trust	3	42
Royal Free London NHS Foundation Trust – Chase Farm Hospital	2	25
Royal Free London NHS Foundation Trust – Barnet Hospital	2	76
Royal Free London NHS Foundation Trust – Edgware Birth Centre	2	38
Royal Free London NHS Foundation Trust – Royal Free Hospital	8	140
University College London Hospitals NHS Foundation Trust	3	101
Whittington Health NHS Trust	4	154
Total	26	594

7.3 General Practice

General Practice teams and colleagues were identified as key stakeholders in our consultation plan and as such efforts were made to ensure that they were aware of the proposals and had the opportunity to feedback:

- An update was included on the NCL GP newsletter and website at the launch of the consultation and mid-way through the consultation
- The programme team attended the NCL GP Webinar to promote the consultation. This is an online meeting to which all NCL GPs are invited, and had attendance of nearly 80 GPs
- The programme team attended several borough-level GP meetings in order to promote the consultation and obtain feedback – this included: Camden, Harrow, Brent and Haringey
- The programme team attended the NCL GP Provider Alliance Board meeting which has leadership representation from GP federations from across North Central London
- A letter from the Chief Medical Officer of the ICB was sent to all GPs (over 500 individuals) working in NCL to invite their feedback.

A summary of the meetings that took place to inform and gather feedback from GP colleagues is below.

Date	Meeting Name	Area	Number of attendees
21/12/2023	NCL Primary Care Operations Group	NCL-wide	38
04/01/2024	NCL GP Webinar	NCL-wide	78
11/01/2024	Haringey GP Collaborative meeting	Haringey	8
25/01/2024	NCL GP Provider Alliance Board	NCL-wide	15
31/01/2024	Camden GP Engagement Event	Camden	30
01/02/2024	NCL/UCLH General Practice Interface Meeting	Camden / Islington	16
08/02/2024	Brent GP Forum	Brent	60
13/02/2024	Harrow Primary Care Forum	Harrow	34
Total			279

7.4 NCL ICB Staff

Staff working for NCL ICB (around 700 members of staff) were also encouraged to provide their feedback on the proposals, this was encouraged through several ways:

- Close to the launch of the consultation Start Well was included as an agenda item for an all staff briefing – this had attendance of around 350 staff members
- Posters were put up in office locations

- It was included as a news item on the internal intranet and remained on the home page of the intranet throughout the consultation period
- Staff were encouraged to include a banner at the bottom of their email signatures for the duration of the consultation that linked through to the website – an image of this banner is below



8. Views of stakeholders

A range of stakeholders were identified, these included local council and political stakeholders, wider NHS colleagues and health and care partners, and professional organisations such as Royal Colleges. We were keen to ensure that these stakeholders had the opportunity to input into the proposals and as such, stakeholder groups were written to on at least three occasions throughout the consultation period to inform them of the consultation proposals and ways in which they could provide feedback.

8.1 Members of parliament

	Approach to inviting feedback	Key meetings attended
All local members of parliament of areas in north central, north east and north west London and Hertfordshire	<ul style="list-style-type: none"> • A letter was sent, and briefings were offered when the papers for the ICB Board meeting were published. The papers considered the pre-consultation business case and outlined the proposals for consultation. • A letter was sent to all MPs in the catchment geography at the launch of the public consultation, inviting feedback and encouraging sharing of the opportunity to participate with their constituents • Reminder emails were sent with four and less than two weeks left of the consultation period describing how feedback could be provided 	As a result of the information shared about the consultation, briefings were set up with six local MPs or their offices before or during the consultation.

8.2 Local Councillors

	Approach to inviting feedback	Key meetings attended
Local councillors of Barnet, Brent, Camden, Islington, Enfield,	<ul style="list-style-type: none"> • Briefing was offered before the launch of consultation to executive/cabinet lead members 	<ul style="list-style-type: none"> • Briefings were held with executive/cabinet lead members in Barnet, Brent, Camden, Islington and Haringey coinciding with the

Haringey and Harrow	<ul style="list-style-type: none"> • A letter was sent to all councillors and briefings were offered when the papers for the ICB Board meeting which considered the pre-consultation business case and outlined the proposals, were published • A letter was sent to all councillors at the launch of the public consultation inviting feedback on the proposals and encouraging sharing of the opportunity to participate with local residents and constituents • Reminder emails were sent to all councillors with four and less than two weeks left of the consultation period describing how feedback could be provided 	<p>papers being published for the ICB Board meeting which considered the pre-consultation business case and outlined the proposals</p> <ul style="list-style-type: none"> • Attendance at the Health Overview and Scrutiny Committees in Barnet, Brent, Camden, Haringey and Islington • Attendance at or Health and Wellbeing Board meeting in Harrow and scheduled attendance in Enfield (however the meeting was subsequently stood down and information about the consultation and how feedback could be provided was circulated as an alternative) • Attendance at Council Children’s Partnership Board meetings in Barnet, Haringey and Islington • The consultation was also included in the papers for the Inner and Outer North East London Joint Health Overview and Scrutiny Committee meetings
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8.3 Council Officers

	Approach to inviting feedback	Key meetings attended
Chief executives, Directors of Adult Social Care, Directors of Children’s services and Directors of public health across all north London boroughs as well as Hertfordshire County Council	<ul style="list-style-type: none"> • A letter was sent at the launch of the public consultation inviting feedback and encouraging sharing of the opportunity to participate within local networks • Reminder emails were sent with four and less than two weeks left of the consultation period describing how feedback could be provided • Programme team members attended joint NHS and Council Borough Partnership or Children’s Partnership Board meetings in NCL boroughs 	<ul style="list-style-type: none"> • Programme team members attended NHS and Council meetings such as Barnet and Enfield Borough partnership meetings and the Camden Start Well Board

8.4 Greater London Authority General Assembly Members

Approach to inviting feedback

<p>Nine assembly members covering boroughs across north London</p>	<ul style="list-style-type: none"> • A letter was sent at the launch of the public consultation inviting feedback and encouraging sharing of the opportunity to participate within local networks • Reminder emails were sent with four and less than two weeks left of the consultation period describing how feedback could be provided
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8.5 NHS Trusts

Who was included	Approach to inviting feedback
<p>Non-NCL North London NHS Trusts (acute, community and mental health) in addition to some South London providers who may have a particular interest due to the specialist maternity services they provide</p>	<ul style="list-style-type: none"> • A letter was sent at the launch of the consultation to all Non-NCL North London NHS Trusts, as well as two reminders through the consultation period • Three south London providers (Guys and St Thomas' NHS Foundation Trust, Kings College London NHS Foundation Trust and St George's University Hospitals NHS Foundation Trust) were written to for completeness in the second half of the consultation period

8.6 Relevant professional bodies and Royal Colleges

Who was included	Approach to inviting feedback
<p>A number of professional bodies and Royal Colleges were identified as groups that may be able to provide expert input into the proposals. This included the Royal College of Paediatrics and Child Health, Royal College of Midwives, Royal College of Obstetrics and Gynaecology, Royal College of Surgeons, Royal College of Nursing and Royal College of Anaesthetists. A full list of the organisations contacted can be found in the appendix 8.3.</p>	<ul style="list-style-type: none"> • All organisations were contacted at the launch of the consultation. They were offered a briefing about the proposals and invited to provide their feedback • Reminder emails were also sent on two further occasions through the consultation period

8.7 Education providers

	Approach to inviting feedback
<p>Education providers included contacts at NHSE Workforce, training and education such</p>	<ul style="list-style-type: none"> • A letter was shared with the NHSE London workforce, training and education lead who had been part of the

as postgraduate Deans and Heads of School, as well as university education providers that have students on placements in NCL sites

programme governance to share with relevant contacts such as postgraduate deans and heads of school

- A letter was shared via an NHSE contact to the London Council of Deans distribution to inform University contacts

9. Conclusion and next steps

As has been outlined in this document we have successfully delivered a comprehensive public consultation to gather insights and feedback on proposed changes to maternity, neonatal, and children's surgical services from a wide range of residents, service users, staff and stakeholders. We have delivered against our consultation plan which aimed to widely promote the consultation whilst hearing more in depth feedback from those that may potentially be more impacted.

A wide array of promotional activities, from print and social media advertising to direct engagement through focus groups and public meetings, ensured extensive participation. The programme's efforts resulted in significant engagement metrics, including over 3,100 questionnaire responses, attending nearly 200 feedback or promotional meetings reaching just under 3,400 people. Targeted efforts to engage specific communities, informed by interim Integrated Impact Assessments (IIAs), has ensured diverse and representative input into the proposals and meant that

The comprehensive feedback gathered will play a crucial role in shaping the final decisions on the proposed changes, ensuring that the services provided are safe, timely, and of outstanding quality for all local residents. This feedback is being independently analysed by ORS whose full report will be published in due course.

This report and the independent analysis by ORS of all the consultation feedback received will be considered at a meeting of the NCL ICB board as part of a decision-making business case to decide on the future configuration of services. The date for this meeting in public will be published in due course but is likely to be in late 2024 or early in 2025.

10. Appendix

10.1 Consultation questionnaire



CONFIDENTIAL WHEN COMPLETE

Forms will be independently processed by Opinion Research Services (ORS)

Proposed changes to maternity, neonatal, and children's surgical services in North Central London:

Consultation questionnaire

The NHS in North Central London is consulting on **proposals to make changes to maternity and neonatal care and to children's surgical services.**

The consultation is being overseen by **North Central London Integrated Care Board**, a part of the NHS responsible for developing a plan for meeting the health needs of the local population, managing the NHS budget for North Central London, and arranging for the provision of health services in our area. Specialised services, for example neonatal care and some specialist surgery, are commissioned by NHS England's specialised commissioning team. Therefore, NHS England is jointly consulting with North Central London Integrated Care Board on these proposals and has been closely involved with the work from the outset.

The proposals for change have been developed by the North Central London Start Well programme which is working to review and improve maternity, neonatal, children and young people's services. A key aim of the programme is to help address the health inequalities we see between the communities in our area. Our proposals have been developed by doctors, midwives, nurses, and other health professionals, working together with families with lived experience of maternity, neonatal, and children's emergency and planned surgical services. We have also worked with our colleagues in neighbouring integrated care boards.

Before answering this questionnaire, please read the consultation document that accompanies this questionnaire and/or go online to: nclhealthandcare.org.uk/start-well

To give your feedback, complete this questionnaire and return it to Opinion Research Services FREEPOST SS1018, PO Box 530, Swansea, SA1 1ZL, to arrive by **Sunday 17 March 2024**, or answer the questions online **via the webpage above** by the same date.

North Central London Integrated Care Board has appointed Opinion Research Services (ORS), an independent social research company, to manage and report the consultation responses to the Integrated Care Board for its consideration. In the report, the views of individual members of the public in a personal capacity will be anonymous. Feedback from representatives of organisations or someone acting in an official capacity may be attributed.

All the questions are optional, and all information you provide will be processed by ORS in accordance with latest Data Protection legislation. Information will only be used to inform this consultation and any personal information that could identify you will be kept by ORS for no more than one year after any decisions have been finalised. For further information, please see <https://nclhealthandcare.org.uk/privacy-notices/> or www.ors.org.uk/privacy.

If you would like this document in an alternative format, including Braille, audio, Easy Read, or translated into another language please email StartWellConsultation@ors.org.uk or phone 0800 324 7005.

1. Your connection to North Central London

What is your connection to NHS services in North Central London?

(This question is optional but responding will help us better understand views from different people).

Please read the options carefully and tick **ALL** boxes that apply

A resident living in North Central London or a neighbouring area

Have experience of using the following services in North Central London yourself, or a parent/carer of someone who has used these services...

Maternity services Neonatal services Children's surgical services

Work for the NHS in North Central London in...

Maternity services Neonatal services Children's surgical services

Work elsewhere in the NHS

Other connection (please specify):.....

2. Challenges facing maternity and neonatal services in North Central London

Please read pages 15 to 19 of the consultation document for more information

There are many areas of excellent care across North Central London, and we know our staff work incredibly hard and are committed to achieving the best possible outcomes for patients. However, there are opportunities for us to improve the quality of services and outcomes for those who use our services, address areas of difference, and provide a better experience for our patients, their families, carers, and our staff. Some of the challenges and opportunities include:

- The needs of local people are changing and our services need to adapt to the number of babies being born falling and care needed during pregnancy and after birth becoming more complex.
- Our services are not currently set up to meet the needs of everyone that uses them and this can impact on their quality.
- The low use of midwife-led care is particularly stark at Edgware Birth Centre. On average fewer than 50 pregnant women and people (less than one a week) gave birth there over each of the last three years.
- We need to make sure there is sufficient neonatal care in the right places. Our neonatal units at University College London Hospitals NHS Foundation Trust (UCLH) and Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH), that care for the most premature and unwell babies, are often full meaning babies are sometimes transferred to units further away from home. In contrast, half of the cots at the Royal Free Hospital neonatal unit, that cares for the least unwell babies, are not in use on any given day.
- We want everyone who uses our services to have the best hospital environment. For example, labour rooms with en-suite bathrooms and neonatal units with enough space for parents to comfortably spend time with their baby. Some hospitals offer this, but some don't.
- We need to address the staffing challenges we face. There are currently high numbers of staff vacancies in midwifery, neonatal nursing, and other health professions that care for babies.

To what extent do you agree or disagree that the NHS in North Central London needs to make changes to respond to these challenges?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

3. Future maternity and neonatal services in North Central London

Please read pages 28 to 39 of the consultation document for more information

Neonatal care

At the moment there are five neonatal units in North Central London:

- one level 1 unit, providing care for babies born after 32 weeks with the least complex conditions (34 weeks at the Royal Free Hospital)
- three level 2 neonatal units, providing care for babies born between 27 and 31 weeks who need a higher level of medical and nursing support
- one level 3 unit, providing care for the most premature or unwell babies, often who are born before 28 weeks.

Our proposal for the future is to have four neonatal units in total, compared to five now. One of these would be a level 3 unit, caring for the most premature or unwell babies, with three further level 2 units. These units would also be able to take care of babies with less complex needs. There would be no level 1 units.

We think that our proposed changes would help us to:

- ensure more even use of the units so that staff see enough babies to maintain their specialist skills and competencies, which in turn helps improve the quality of care we provide
- reduce the number of babies that are transferred to a different hospital to get the care they need
- make best use of the limited specialist staff we have available.

To what extent do you agree or disagree with the proposal that all neonatal units in North Central London should offer the same minimum level of neonatal care (level 2)?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

Maternity care

We are proposing having four obstetric-led birth units, each with an alongside midwife-led unit, instead of the current five.

If implemented, our proposals would mean the maternity and neonatal services at one hospital site would close. Home births would still be available across North Central London.

We are proposing these changes to maternity units because they would:

- help us to better meet the changing needs of our population
- mean that all obstetric-led and midwife-led units can be located alongside a level 2 or 3 neonatal care unit to reduce the number of babies transferred to different hospitals after birth
- help us make the best use of our skilled staff.

Under our proposal for maternity services, pregnant women and people would still have the choice of three birth settings: obstetric-led birth units, alongside midwife-led units, or home birth.

To what extent do you agree or disagree with the proposal that maternity and neonatal services in North Central London should, in future, be provided at four hospital sites, rather than five?

Please tick one box only

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know

If implemented, our proposals would mean the services at one hospital site would close. We are consulting on two options for which hospital would no longer provide any maternity and neonatal care.

- **Option A:** maternity and neonatal services would be provided at **Barnet Hospital, North Mid, UCLH and Whittington Hospital** (with services no longer provided from Royal Free Hospital)
- **Option B:** maternity and neonatal services would be provided at **Barnet Hospital, North Mid, UCLH and Royal Free Hospital** (with services no longer provided from Whittington Hospital)

Option A is our preferred option because:

- it would mean **fewer staff needing to move** to a new location
- although more people would need to go to other hospitals in North West London under option A, these hospitals have more capacity than the hospitals in North East London that would be affected by option B.

See pages 29 to 30 of the consultation document for more information.

If maternity and neonatal services were provided at four rather than five hospital sites, which option do you prefer?

Please tick one box only

OPTION A (PREFERRED) Barnet Hospital, North Mid, UCLH AND Whittington Hospital (and no longer from Royal Free Hospital) <input type="checkbox"/>	OPTION B Barnet Hospital, North Mid, UCLH AND Royal Free Hospital (and no longer from Whittington Hospital) <input type="checkbox"/>	No particular preference <input type="checkbox"/>	Don't know <input type="checkbox"/>
---	---	---	---

Please explain your preference, and any general comments regarding the proposals to reduce the number of hospitals providing maternity and neonatal services from five to four, or the hospitals proposed to deliver maternity and neonatal care in the future. Please also explain any alternative solutions to address the challenges, or how any disadvantages associated with either option could be reduced.

Please answer in this box and continue on a separate sheet if necessary

Standalone midwife-led birth unit

In North Central London we have one standalone midwife-led birth unit at Edgware Birth Centre. The Centre offers three birth suites for pregnant women and people assessed as being at low-risk of complications in pregnancy and birth.

On average fewer than 50 women and pregnant people (less than one a week) gave birth there over each of the last three years. Between April 2021 and March 2022, there were just 45 babies born at the birth centre out of a total of around 20,000 births across North Central London. This makes Edgware one of the standalone birth units with the lowest number of births in the country, and the smallest of the three units in London. There are not always enough midwives to staff the unit which means Edgware Birth Centre is sometimes closed and pregnant women and people have to go elsewhere at short notice to give birth. Senior clinicians involved in the Start Well programme agree that the number of births at the unit are too low and the way the unit currently operates means it is not clinically sustainable.

To what extent do you agree or disagree that the NHS in North Central London needs to make changes to respond to these challenges?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

Evidence shows that standalone birth units are safest for women and people whose pregnancy is assessed as low-risk. Around 70% of births in North Central London are assessed as being moderate to high-risk. This means that the group of pregnant women and people considered suitable to give birth at Edgware, should they choose to do so, is relatively small. Of this proportion of eligible pregnant women and people, an even smaller number would be within close travelling distance of the unit. Given the declining birth rate and increasing number of moderate to high-risk pregnancies it is unlikely we would be able to increase the number of births at Edgware.

Having a centre that is delivering less than one baby a week, and birth suites that are used once a month, does not represent a good use of resources. Therefore, we are proposing to close the birth suites at Edgware Birth Centre, although we would still use the centre for antenatal and postnatal care. If we close the birth suites, we would continue to offer the choice of high-quality midwife-led care through alongside midwife-led birth units and home births.

Edgware Birth Centre is a standalone midwife-led birth centre. To what extent do you agree with the proposal to close the birth suites at Edgware Birth Centre (antenatal and postnatal care would remain on the site)?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

If you have any comments about the proposal to close the midwife-led birth suites at Edgware Birth Centre, please explain. Please also explain any alternative solutions to address the challenges, or how any disadvantages associated with our proposal could be reduced.

Please answer in this box and continue on a separate sheet if necessary

4. Future children's surgical services in North Central London

Please read pages 40 to 59 of the consultation document for more information

We know there are opportunities for us to improve the quality, consistency and timeliness of children's surgical services for local people. Some of the areas where we feel there are opportunities to improve children's surgery, include:

- **Services for emergency surgery are inconsistent and unclear.** Staff often spend a lot of time finding a hospital that can carry out the emergency surgery the child needs and some **children are transferred multiple times** before getting to the right place
- We don't have the **same types and number of specialists able to operate on very young children** at each of our hospitals
- We have found that **children and young people are being transferred to Great Ormond Street Hospital (GOSH) for surgery that could have been carried at their local hospital**, putting additional pressure on the services at GOSH
- In North Central London, there are **around 5,000 children waiting for a planned operation** and the waiting list is growing
- Some hospitals see **very small numbers of children for certain specialties**, making it **difficult for staff to learn and practice specialist skills**.

To what extent do you agree or disagree that the NHS in North Central London needs to make changes to improve children's surgery?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

Our proposal to address the challenges we face is to develop **two 'centres of expertise'**, one to provide **day case surgery** and one to provide **emergency surgery for younger children and planned inpatient surgery**.

Both centres of expertise would be specially designed to **meet the needs of children** and would have **dedicated specialist staff**, helping to reduce cancellations and improve productivity. This would mean that around 300 children a year would have emergency and planned inpatient surgery in a different place to now, and about 300 children would have day case surgery in a different place to now.

Our proposals would not change how children access these services, but would mean there are agreed plans in place to ensure that children receive care in the most appropriate place, more quickly. **Local hospitals would continue to provide emergency and common types of day case surgery for older children**. As is the case now, **very specialist surgery** for very young babies, and for very complex operations, would be **provided at specialist units across London**.

We are proposing these changes because:

- bringing emergency surgery onto one site would make it easier for staff to know where a child should be transferred to, speeding up access to emergency care. Providing operations that need an inpatient stay at the same site would help us to make the best use of limited specialist staff.
- bringing together some types of day case surgery onto one site would help make better use of specialist staff and help them to maintain their skills and competencies.
- it would also reduce the likelihood of operations being cancelled because staff are needed to treat emergencies.

To what extent do you agree or disagree that the proposal to create two new 'centres of expertise' would benefit babies and young children?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

We believe that the only viable option for the proposed centre of expertise for emergency and planned inpatient surgery would be Great Ormond Street Hospital (GOSH) because:

- currently, most emergency surgery for children under three and most planned inpatient surgery already takes place at GOSH
- 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 which would be difficult because of national shortages of specialist staff.

If a new planned inpatient and emergency surgery 'centre of expertise' was created, to what extent do you agree or disagree that it should be at Great Ormond Street Hospital (GOSH)?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

We believe that UCLH would be the only viable location for the proposed centre of expertise for day case surgery, because:

- it is the only hospital that currently has consultant paediatric anaesthetists based on-site who can provide care for children aged one to two years
- UCLH already provides around two thirds of the current children and young people's day case operations in North Central London.

If a new day case surgery 'centre of expertise' was created, to what extent do you agree or disagree that it should be at UCLH?

Please tick one box only

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Tend to agree	<input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Tend to disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> Don't know
--	---	--	--	---	--

If you have any comments about the proposals for children's surgical services in North Central London, please explain. Please also explain any alternative solutions to address the challenges, or how any disadvantages associated with our proposals could be reduced.

Please answer in this box and continue on a separate sheet if necessary

5. Equalities impacts

As public bodies, NHS organisations have a duty to consider the impact of their decisions on people with protected characteristics under the Equality Act 2010 (age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation), as well as human rights under the Human Rights Act 1998.

Are there any particular groups or people that you believe might be positively or negatively affected by any of the possible changes to services being considered? If so, what groups are these and how might any positive impacts be enhanced or any negative impacts reduced?

Please answer in this box and continue on a separate sheet if necessary

Information about you

If you are responding as an INDIVIDUAL... please move to the next page of this questionnaire.

If you are responding on behalf of an ORGANISATION, which organisation do you represent?

Please give us the name of the organisation and any specific group or department. Please also tell us who the organisation represents, what area the organisation covers and how you gathered the views of members.

Please answer in this box and continue on a separate sheet if necessary

If you are responding as an INDIVIDUAL...

North Central London Integrated Care Board is committed to ensuring everyone has the chance to participate fully in our activities and decisions. By completing this section, you will help us to understand the views and needs of our community, allowing us to cater for everyone more effectively. All responses will be taken into account during decision-making, regardless of whether you provide these details.

What is your full postcode?

This will help us understand views in different areas

Please tick only one box for each question, except where specified

What age group are you in?

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> Under 20 | <input type="checkbox"/> 55 to 64 |
| <input type="checkbox"/> 20 to 24 | <input type="checkbox"/> 65 to 74 |
| <input type="checkbox"/> 25 to 34 | <input type="checkbox"/> 75 to 84 |
| <input type="checkbox"/> 35 to 44 | <input type="checkbox"/> 85 or over |
| <input type="checkbox"/> 45 to 54 | <input type="checkbox"/> Prefer not to say |

Which of the following options best describes how you think of yourself?

- | | |
|---|--|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| <input type="checkbox"/> Non-binary | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Other (please specify) | |
-

Is your gender identity the same as the gender you were given at birth?

- | | |
|--|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Prefer not to say | |
-

Which of the following options best describes your religion or beliefs?

- | | |
|---|--|
| <input type="checkbox"/> Buddhist | <input type="checkbox"/> Christian |
| <input type="checkbox"/> Hindu | <input type="checkbox"/> Jewish |
| <input type="checkbox"/> Muslim | <input type="checkbox"/> Sikh |
| <input type="checkbox"/> No religion | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Other (please specify) | |
-

Which of the following best describes your sexual orientation?

- | | |
|--|---|
| <input type="checkbox"/> Straight/Heterosexual | <input type="checkbox"/> Gay or lesbian |
| <input type="checkbox"/> Bisexual | <input type="checkbox"/> Other |
| <input type="checkbox"/> Prefer not to say | |
-

Does your household include a lone parent family?

- | | |
|--|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Prefer not to say | |

Choose one option that best describes your ethnic group or background

White

- English/Welsh/Scottish/Northern Irish/British
 - Irish
 - Gypsy or Irish Traveller
 - Roma
 - Any other White background, please describe
-

Mixed/Multiple ethnic groups

- White and Black Caribbean
 - White and Black African
 - White and Asian
 - Any other Mixed/Multiple ethnic background, please describe
-

Asian/Asian British

- Indian
 - Pakistani
 - Bangladeshi
 - Chinese
 - Any other Asian background, please describe
-

Black/ African/Caribbean/Black British

- African
 - Caribbean
 - Any other Black/African/Caribbean background, please describe
-

Other ethnic group

- Arab
 - Any other ethnic group, please describe
-

- Prefer not to say

Are your day-to-day activities limited because of a health problem or disability which has lasted, or expected to last, at least 12 months?

Yes No Prefer not to say

Do you look after or give support to any family members, friends, neighbours or others because of long-term physical or mental ill-health/ disability or problems relating to old age?

Yes No Prefer not to say

Are you currently pregnant or have you given birth within the last year?

Yes No Prefer not to say

Do you have any dependent children aged under 18?

Yes No Prefer not to say

Thank you for your time

Please return the questionnaire to arrive by **Sunday 17 March 2024** to:
Opinion Research Services, FREEPOST SS1018, PO Box 530, Swansea, SA1 1ZL

10.2 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
Centrepont	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	

10.3 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

10.4 Letter to residents living in Harlesden, Willesden, Holloway and Finsbury Park

Address 1
Address 2
Address 3
London
Postcode

POSSIBLE CHANGES TO NHS MATERNITY, NEONATAL, AND CHILDREN'S SURGICAL SERVICES IN YOUR AREA

Dear Resident,

The NHS in North Central London is considering changes to the way some hospital services are delivered. Possible changes to **maternity and neonatal services** might mean that in future, people in your area would not be able to choose the **Whittington Hospital** or **Royal Free Hospital** to give birth, and instead would choose between other hospitals that provide maternity care. There is also a proposal to close the birthing suites at **Edgware Birth Centre**.

Before any decisions are made, we want to know what local people think about the proposals, which you can find on our website: www.nclhealthandcare.org.uk/start-well.

Please complete our questionnaire by **Sunday 17 March 2024**. To find out more and to tell us your views, visit www.nclhealthandcare.org.uk/start-well or scan this QR code on your mobile device.



If you need information in a **different format or language**, or if you require additional support to provide your feedback, please contact the consultation team as soon as possible on **0800 324 7005** or by emailing: StartWellConsultation@ors.org.uk.

Please note that no decisions on changes have been made. Until a formal decision is taken, all hospitals in North Central London will continue to run as usual and are focused on maintaining quality services that meet the needs of babies, pregnant women and people and their families.

Thank you in advance. Your feedback is [really important](#) to us.



Sarah Mansuralli
Deputy Chief Executive and Chief Strategy & Population Health Officer, NHS North Central London Integrated Care Board

North Central London Integrated Care Board has commissioned Opinion Research Services (ORS) to help manage aspects of the consultation, including analysing and reporting feedback. ORS will produce a full report of the consultation in which the views of individual members of the public acting in a personal capacity will be anonymous. Information will only be used to inform this consultation and any personal information that could identify you will be kept by ORS for no more than one year after any decisions have been finalised. For further information please see nclhealthandcare.org.uk/privacy-notice or www.ors.org.uk/privacy

إذا كنت بحاجة إلى معلومات بلغة مختلفة، فارجى الاتصال بفرق الاستشارة في أقرب وقت ممكن على الرقم 0800 324 7005 أو عبر البريد الإلكتروني: StartWellConsultation@ors.org.uk

Nëse ju duhen informacione në një gjuhë tjetër ju lutemi kontaktoni sa më parë grupin e konsultimit me nr. tel. 0800 324 7005 ose me email: StartWellConsultation@ors.org.uk

আপনার যদি একটি ভিন্ন ভাষায় তথ্যের প্রয়োজন হয়, অনুগ্রহ করে যত দ্রুত সম্ভব পরামর্শ দলের সাথে যোগাযোগ করুন 0800 324 7005 নম্বরে অথবা ইমেইল করুন: StartWellConsultation@ors.org.uk

Ако имате нужда от информация на друг език, моля свържете се с екипа за консултации възможно най-скоро на телефон 0800 324 7005 или по имейл: StartWellConsultation@ors.org.uk

Pour obtenir des informations dans une autre langue, veuillez contacter l'équipe consultative dès que possible par téléphone au 0800 324 7005 ou par courriel à l'adresse StartWellConsultation@ors.org.uk.

اگر اطلاعاتی به زبان دیگری نیاز دارید، لطفاً در اسرع وقت با تیم مشاوره با شماره 0800 324 7005 یا از طریق ایمیل StartWellConsultation@ors.org.uk تماس بگیرید.

જો તમને અન્ય ભાષામાં માહિતી જોઈતી હોય તો દ્રુપ કરીને પરামર્શ ટીમનો સહયોગ તેડવો વહેલી તકે 0800 324 7005 પર અથવા ઈમેલ દ્વારા સંપર્ક કરો: StartWellConsultation@ors.org.uk

Jeśli potrzebujesz informacji w innym języku, skontaktuj się jak najszybciej z zespołem doradczym pod numerem 0800 324 7005 lub wyslij e-mail na adres: StartWellConsultation@ors.org.uk

Si necesita información en otro idioma, póngase en contacto con el equipo de consulta lo antes posible llamando al 0800 324 7005 o escribiendo un correo electrónico a: StartWellConsultation@ors.org.uk

Dacă aveți nevoie de informații într-o altă limbă, contactați echipa de consultanță cât mai curând posibil, la numărul: 0800 324 7005 sau prin e-mail, la adresa: StartWellConsultation@ors.org.uk

Haddii aad ku rabto macluumaadka inaad ku heshid luqad kale fadlan kala soo xiriir kooxda wada tashiga sida ugu dhaqsaha badan 0800 324 7005 ama iimayl ugu soo dir: StartWellConsultation@ors.org.uk

Se necessitar de informaço num idioma diferente, contacte a equipa de consulta o mais rapidamente possivel através do número 0800 324 7005 ou por e-mail: StartWellConsultation@ors.org.uk

আফনার যদি অইন্য ভাষাত তইখার দরকার হয়, তে দয়া করি যত তাড়াতাড়ি সম্ভব পরামর্শ দলের লগে যোগাযোগ করইন 0800 324 7005 নম্বরে নাইলে ইমেইল করইন: StartWellConsultation@ors.org.uk

Farklı bir dilde bilgiye ihtiyacınız varsa lütfen en kısa sürede 0800 324 7005 numaralı telefondan veya StartWellConsultation@ors.org.uk adresine e-posta göndererek danışma ekibiyle iletişime geçin.

اگر آپ کو کسی دوسری زبان میں معلومات درکار ہوں تو براہے مہربانی جلد از جلد مشورتی ٹیم سے 0800 324 7005 پر یا ای میل کے ذریعے رابطہ کریں: StartWellConsultation@ors.org.uk

Se avete bisogno di informazioni in un'altra lingua, contattate il team di consulenza il prima possibile allo 0800 324 7005 o tramite e-mail: StartWellConsultation@ors.org.uk

Eger hún hewceyí agahiyan bi zimaneke din bibin, ji kerema xwe di zúitirín dem de peywendiya tíma şéwimendiyé bikin li ser 0800 324 7005 an bi e-nameyê: StartWellConsultation@ors.org.uk

Якщо вам потрібна інформація іншою мовою, будь ласка, якнайшвидше зв'яжіться з командою, яка проводить обговорення, за телефоном 0800 324 7005 або електронною поштою: StartWellConsultation@ors.org.uk

Website: nclhealthandcare.org.uk/start-well
Email: StartWellConsultation@ors.org.uk
Post: FREEPOST SS1018, PO Box 530, Swansea, SA1 1ZL
Phone: 0800 324 7005



10.5 Media coverage

Date	Publication	URL
29/11/2023	London World	https://www.msn.com/en-gb/health/other/nhs-royal-free-hospital-or-whittington-hospital-maternity-and-neonatal-services-could-close/ar-AA1klmWk
29/11/2023	London World	https://www.londonworld.com/news/nhs-royal-free-hospital-maternity-closure-tulip-siddiq-4427994
30/11/2023	Camden New Journal	Print
30/11/2023	Camden New Journal	https://www.camdennewjournal.co.uk/article/royal-free-hospitals-maternity-unit-faces-axed
30/11/2023	Haringey Community Press	https://haringeycommunitypress.co.uk/2023/11/30/whittington-hospitals-maternity-unit-one-of-two-in-north-london-under-threat-of-closure/
01/12/2023	Islington Tribune	https://www.islingtontribune.co.uk/article/fresh-fight-over-future-of-hospital
01/12/2023	Islington Tribune	Print
02/12/2023	Islington Gazette	https://www.islingtongazette.co.uk/news/23963311.royal-free-maternity-unit-close-north-london-shakeup/
02/12/2023	Ham and High	https://www.hamhigh.co.uk/news/23963311.royal-free-maternity-unit-close-north-london-shakeup/
02/12/2023	Enfield Independent	https://www.enfieldindependent.co.uk/news/23963311.royal-free-maternity-unit-close-north-london-shakeup/
05/12/2023	Barnet Post	Print
07/12/2023	Camden New Journal	Print
12/12/2023	BBC Radio London	https://www.bbc.co.uk/sounds/play/p0gtr7jc
12/12/2023	BBC News Online (National)	https://www.bbc.co.uk/news/uk-england-london-67693165
13/12/2023	London Evening Standard	https://www.standard.co.uk/news/health/falling-birth-rate-north-london-maternity-services-close-b1126767.html
14/12/2023	Camden New Journal	https://edition.pagesuite.com/html5/reader/production/default.aspx?pubname=&pubid=17f44973-4555-45fd-8eaa-50c862e86de6
14/12/2023	Ham and High	Print

14/12/2023	Camden New Journal	https://edition.pagesuite.com/html5/reader/production/default.aspx?pubname=&pubid=17f44973-4555-45fd-8eaa-50c862e86de6
15/12/2023	ITV TV News	https://we.tl/t-jvSNh4MAkl
18/12/2023	LifeNews.com	https://www.lifenews.com/2023/12/15/british-neonatal-units-are-half-empty-as-more-babies-are-killed-in-abortions/
11/01/2024	Brent and Kilburn Times	https://www.kilburntimes.co.uk/news/24040242.brent-politicians-urge-rethink-maternity-services-plans/
12/01/2024	The Guardian	https://www.theguardian.com/commentisfree/2024/jan/12/maternity-unit-whittington-hospital-proposed-closure
12/01/2024	London Evening Standard	https://www.standard.co.uk/news/health/whittington-hospital-royal-free-maternity-unit-closure-north-london-mps-open-letter-b1132029.html
24/01/2024	Health Service Journal	https://www.hsj.co.uk/acute-care/icb-maternity-plan-risks-increasing-deaths-senior-medics-claim/7036455.article
14/02/2024	On London	https://www.onlondon.co.uk/charles-wright-hard-choices-loom-over-london-maternity-services/
14/02/2024	Ham and High	https://www.hamhigh.co.uk/news/24117282.jeremy-corbyn-catherine-west-back-whittington-neonatal-unit/
22/02/2024	Brent and Kilburn Times	https://edition.pagesuite.com/html5/reader/production/default.aspx?pubname=&edid=79c27434-26a3-49f5-853f-bb380f9db525
01/03/2024	The People's Network	https://bnnbreaking.com/world/uk/edgware-hospital-maternity-services-rated-good-yet-face-closure-amid-nhs-resource-reallocation
01/03/2024	On London	https://www.onlondon.co.uk/charles-wright-hard-choices-loom-over-london-maternity-services/
05/03/2024	BBC South Today	https://www.bbc.co.uk/news/uk-england-london-68483240
06/03/2024	Ham and High	https://www.islingtongazette.co.uk/news/24164682.hampstead-mp-tulip-siddiq-backs-royal-free-maternity-unit/?ref=socialflow&fbclid=IwAR1fWeFeT5i0HZbjMuIUTLh6XjfbPZEDTRFKmZwjWgcbYaraTwY-J3cX6X0_aem_AfbadpDUnVhchpLDhEsLE2yQ2U8QEAI_KCnALDEqDalhtU-g-kzximoSMP1mfr3ZP4#uwovklsshs
06/03/2024	Islington Gazette	https://www.islingtongazette.co.uk/news/24164682.hampstead-mp-tulip-siddiq-backs-royal-free-maternity-unit/?ref=socialflow&fbclid=IwAR1fWeFeT5i0HZbjMuIUTLh6XjfbPZEDTRFKmZwjWgcbYaraTwY-J3cX6X0_aem_AfbadpDUnVhchpLDhEsLE2yQ2U8QEAI_KCnALDEqDalhtU-g-kzximoSMP1mfr3ZP4#uwovklsshs

07/03/2024	Camden New Journal	https://www.camdennewjournal.co.uk/article/mp-tulip-siddiq-calls-for-royal-free-maternity-unit-to-be-spared-the-axe
08/03/2024	London Evening Standard	https://www.standard.co.uk/news/health/protest-royal-free-hospital-nhs-closure-maternity-unit-b1144041.html
12/03/2024	Haringey Community Press	Print
12/03/2024	Ham and High	https://www.hamhigh.co.uk/news/24179956.tulip-siddiq-mp-opposes-closure-royal-free-maternity-unit/
12/03/2024	London World	https://www.londonworld.com/health/royal-free-hampstead-maternity-services-closure-petition-tulip-siddiq-4552380
12/03/2024	Haringey Community Press	https://haringeycommunitypress.co.uk/2024/03/12/last-chance-to-have-say-on-future-of-north-london-maternity-and-childrens-health-services/
14/03/2024	Islington Now	https://islingtonnow.co.uk/final-week-to-save-whittington-hospital-maternity-unit/
15/03/2024	BBC Radio London	Radio interview
15/03/2024	BBC News at Six	TV interview
16/03/2024	BBC News	https://www.bbc.co.uk/news/uk-england-london-68575786

10.6 Meetings and events 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	26
23/01/2024	NCL ICS Estates Board	NCL-wide		21
23/01/2024	Whittington Health - community midwifery staff	Islington		11
23/01/2024	UCLH - neonatal consultant staff	Camden		37
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		20
26/01/2024	Brent Health Matters - Harlesden Methodist Church	Brent	Harlesden	45

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		10

07/02/2024	Royal Free Hospital - drop in	Camden		3
07/02/2024	The Interlink Foundation - focus group	Hackney	Stamford Hill	30
07/02/2024	Boogie Angels - stay and play - St Gabriel's Church	Brent	Willesden	11
07/02/2024	Maternity service user experience - Brent	Brent	Harlesden	9
07/02/2024	Royal Free Hospital - staff	Camden		15
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	2

14/02/2024	Barnet Hospital - staff	Barnet		2
14/02/2024	Assunah Women's Group	Haringey	Tottenham	12
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	-		8
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		15
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	10
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	2
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	6
04/03/2024	Hornsey Road Children's Centre - special educational needs - stay and play	Islington	Holloway	9
04/03/2024	Enfield drop in - open to all - Edmonton Green Library	Enfield	Edmonton	15
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	22

05/03/2024	Royal Free Hospital - children's clinic drop in	Camden		19
05/03/2024	UCLH - consultant obstetricians and gynaecologists	Camden		15
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		5
06/03/2024	Barnet Adults Health Overview and Scrutiny Committee	Barnet		2
06/03/2024	Brent drop in - open to all - Harlesden Library	Brent	Harlesden	20
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	13
08/03/2024	Harmood Children's Centre - stay and play	Camden	Chalk Farm	1
08/03/2024	Paediatric ophthalmologist - 1:1 discussion	NCL-wide		4
08/03/2024	International Women's Day Event - Brent	Brent	Willesden	2
11/03/2024	North Middlesex hospital - drop in	Enfield		6
11/03/2024	Daniel's Den - stay and play	Brent	Willesden	11
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	3,346