



NHS NC London and NHS NW London

Board Meeting in Common

24 March 2026

Report Title	NW London Performance and Finance Committee and NC London Finance Committee Assurance Report	Date of report		Agenda Item	3.1
Lead Director / Manager	Stephen Bloomer, Chief Finance Officer	Email / Tel		stephen.bloomer@nhs.net	
Board Member Sponsors	Kunal Patel, Non-Executive Member and Chair, NW London Performance and Finance Committee and NC Finance Committee				
ICB	This paper applies to NC London ICB and NW London ICB.				
Report Author	Andrew Tillbrook Board Secretary, NC London ICB	Email / Tel		andrew.tillbrook@nhs.net	
Name of Authorising Finance Lead	Not applicable.	Summary of Financial Implications Not applicable.			
Recommendation	The NCL and NWL ICB Boards are asked to NOTE the NW London Performance and Finance Committee and NC Finance Committee Assurance Report				
Report summary	<p>The Chair's Assurance Report provides a summary of the key outcomes from the meeting of NW London Performance and Finance Committee and NC Finance Committee Assurance Report on 22 January 2026.</p> <p>It captures items that were approved, noted, or assured by the Committee, and highlights priority actions and areas requiring further attention. The report serves to support the Board's assurance processes and offers a clear record of governance oversight and decision-making.</p> <p>The Committee is split into two parts:</p> <p>Part A</p> <ul style="list-style-type: none"> • Performance (NCL and NWL) • Financial Planning (NCL and NWL) • Finance, at ICB and system level (NCL and NWL) • Quality Escalations (NWL) • Population Health (NWL) • How the NHS supports broader social and economic development (NWL) • Risk (NCL and NWL). <p>Part B</p> <ul style="list-style-type: none"> • Business Cases (NWL). 				



	The variation of business covering both ICBs or NWL ICB only reflects the different approaches the ICBs have in their committee structures.
Identified risks and risk management actions	NW London Performance and Finance Committee and NC Finance Committee Assurance Report review the risks assigned to them for oversight at each Committee meeting.
Conflicts of interest	Conflicts of interest are managed at NW London Performance and Finance Committee and NC Finance Committee Assurance Report meetings in accordance with each ICB's Conflict of Interest Policy.
Resource implications	Where applicable, potential resource implications are considered for each item presented to both Committees.
Engagement	Where applicable, engagement implications are considered for each item presented to both Committees.
Equality impact analysis	Where applicable, an Equality Impact Analysis is undertaken for each item presented to both Committees.
Report history and key decisions	This report summarises the discussions at the meeting of the NW London Performance and Finance Committee and NC Finance Committee Assurance Report Committee on 22 January 2026.
Next steps	The final meeting in common of the NW London Performance and Finance Committee and NC Finance Committee Assurance Report will be held on 10 March 2026
Appendices	

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Item 6	Performance Report – December 2025 - Joint West North London ICB Performance Report
Summary of item	<p>The joint performance report brought together North West London (NWL) and North Central London (NCL) data into a combined system view, setting out the monitoring against key performance indicators. The report outlined the performance against the seven key constitutional standards, noting that overall, system performance was broadly in line with those plans which were set at the start of this financial year, in particular, improvements in A&E, Referral to Treatment, cancer and Family and Friends Test. In addition to the combined report, separate ICB reports were also provided to reflect each organisation’s operation perspectives. Note was also made of the latest National Oversight Framework iteration which showed that most providers had improved their relative positions between Q1 and Q2, indicating strengthening organisational delivery.</p> <p>It was recognised that there would be a significant forward risk for 2026/27 delivery, particularly achieving the 92% RTT standard, requiring productivity gains, new commissioning models and pathway redesign.</p>
Committee assured/decision	Noted the report and performance against key indicators, with scrutiny provided
Follow-on work	There would be a continued focus required on reducing waiting lists, >52-week waits, productivity improvements and commissioning models for 2026/27
Recommendation to Board	To note

Item 7	North West London ICS Finance Report Month 8 2025/26
Summary of item	<p>The Committee noted the position reflected a provider deficit of £6.8m (which would have been covered by the ICB), to a surplus position at month 9 of £1.7m. This represented a major positive shift, due to:</p> <ul style="list-style-type: none"> • Additional efficiencies identified by providers • The allocation of centrally funded industrial action support • Strengthened CIP performance, with only 1% unidentified • Capital has moved from a £4.7m underspend in Month 8 to an overspend in Month 9, but expenditure

	remained on track to break even by year end, reflecting a positive position.
Committee assured/decision	Noted the Month 8 NWL ICS finance position and risks.
Follow-on work	Further efficiency requirements anticipated for 2026/27 to absorb recurrent cost pressures.
Recommendation to Board	To note

Item 8	North Central London ICS Finance Report Month 8 2025/26
Summary of item	<ul style="list-style-type: none"> • NCL was reporting a £47m deficit year-to-date versus a £29m planned deficit, noting that a recovery plan had been put in place • Despite the financial slippage in Month 9, the system maintained a trajectory toward year end to achieve a break-even position by year end • Key financial pressures included: <ul style="list-style-type: none"> ○ staffing overspends in some Trusts ○ reduced private patient income in some Trusts that been historically dependent on this source of income, (this pressure was reflected in the number of hospitals across London post Covid) ○ income gaps and cost control issues at Tavistock & Portman. <p>The Committee reviewed NCL system financial pressures, including a higher-than-planned deficit offset by recovery actions, and noted structural risks linked to provider deficits, income volatility and post-merger changes to system roles.</p>
Committee assured/decision	Noted the Month 8 NCL ICS finance position.
Follow-on work	Early engagement with providers on future contracting arrangements were highlighted as important.
Recommendation to Board	

Item 9	North Central London ICB Finance Report Month 8 2025/26
Summary of item	<p>The Committee reviewed the ICB's delivery of a planned surplus position £27m underpinned by:</p> <ul style="list-style-type: none"> • £44m of non-recurrent measures • A challenging £37m Cost Improvement Plan (CIP) • Full mitigation of emerging cost pressures.

	Risks were noted around high-cost prescribing, Elective Recovery Fund exposure and non-recurrent savings creating pressures for 2026/27.
Committee assured/decision	Noted the Month 8 NCL ICB finance position
Follow-on work	Continued management of ERF risk and preparation for reduced exposure post-1 April 2026
Recommendation to Board	To Note

Item 10	North West London ICB Finance Report Month 8 2025/26
Summary of item	The Committee reviewed a forecast-on-plan surplus position for NWL ICB, while noting volatility in medicines costs and mitigation actions, including enhanced controls following IFSE2 ledger issues.
Committee assured/decision	Noted the Month 8 NWL ICB finance position
Follow-on work	Ongoing horizon scanning and medicines cost risk management was required.
Recommendation to Board	To note.

Item 11	Quality Escalations (Performance Report and NWL ICS Quality Group)
Summary of item	The Committee reviewed significant quality risks, including paediatric audiology recall delays and wheelchair service quality concerns, set against broader improvements in safety indicators. Assurance was provided on surveillance and escalation processes.
Committee assured/decision	Reviewed and Endorsed the Quality Escalation Report.
Follow-on work	Continued monitoring of audiology and wheelchair service risks; refresh of quality and contract management approaches
Recommendation to Board	To note

Item 12	Population Health Update
Summary of item	The Committee received an oral update on inequalities metrics and progress, noting improvement but recognising the need to embed equity metrics as business-as-usual measures

Committee assured/decision	Noted the oral update.
Follow-on work	Action: Deep-dive population health metrics to be brought to the March Committee meeting.
Recommendation to Board	To note the progress

Item 13	How the NHS supports broader social economic development – update
Summary of item	The Committee reviewed progress on the WorkWell programme, noting strong employment outcomes for deprived communities, while identifying the need for better integration with primary care and alignment across NWL/NCL commissioning models.
Committee assured/decision	Noted the oral update.
Follow-on work	Further work required on aligning voluntary sector contracting and developing long-term outcome metrics.
Recommendation to Board	To note

Item 14	Planning 2026/27 – Financial Planning – Revenue and Capital and Budget Setting Update
Summary of item	The Committee scrutinised the transition to a multi-year planning regime, significant provider deficits, neighbourhood investment ambitions, and the strategic shift in the ICB’s post-merger role. Capital constraints and estates backlogs were flagged as material risks.
Committee assured/decision	Noted the system finance position and planning update
Follow-on work	Development of a formal investment strategy; continued scrutiny of neighbourhood investment and productivity assumptions. A planning update would be presented to the March Committee meeting
Recommendation to Board	To note

Item 15	Risk Register NCL ICB
Summary of item	The Committee reviewed current financial and delivery risks, noting closure of prior capital and IFSE2 risks and continued monitoring of CIP and plan-delivery risks.
Committee assured/decision	Noted the NCL ICB Risk Register

Follow-on work	Ongoing monitoring of open risks.
Recommendation to Board	To note, and that an update will be presented to the March Board

Item 16	NWL ICB Board Assurance Framework
Summary of item	The Committee reviewed assigned strategic risks and agreed that operational risks identified through committee scrutiny should be better aligned into the BAF to strengthen Board assurance.
Committee assured/decision	Noted the five strategic risks and provided assurance to the Board.
Follow-on work	Alignment of emerging operational risks into the BAF; year-end BAF summary to be presented to a future meeting
Recommendation to Board	To note, and that an update will be presented to the March Board

Part A - Performance

Present – Members

Name	Role/ organisation
Kunal Patel	Non-Executive Member and Chair of Performance and Finance Committee, NWL ICB and Finance Committee NCL ICB
Anita Charlesworth	Non-Executive Member, NHS North West London and NCL ICB
Akta Raja	Non-Executive Member, NHS North West London
Dr Jo Sauvage	Chief Medical Officer, NCL and NWL ICBs
Stephen Bloomer	Chief Finance Officer and Deputy Chief Executive, NWL and NCL ICBs
James Benson	Community Provider Collaborative, NHS NW London
Frances O'Callaghan	Chief Executive Officer, NCL and NWL ICBs
Margaret Monkton	Chief Finance Officer, Great Ormond Street Hospital
Maria O'Brien	Mental Health Provider Collaborative, NHS NW London
Jennifer Roye	Chief Nurse, NCL and NWL ICBs
Richard Dale	Chief Strategy Officer, NHS North West London and NCL ICB
Bimal Patel	Chief Finance Officer, London North West University Healthcare NHS Trust

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Attendees

Name	Role/ organisation
Martyn Schofield	Company Secretary, NHS NW London
Manpareet Hothi	Deputy Chief Finance Officer, NHS NW London
Darren Jones	Director of Nursing, NHS NW London
James Mackenzie	Assistant Director of Performance and Planning, NHS NW London
Becky Booker	Director of Financial Management, NCL ICB
Alex Cox	Director of Performance Improvement, Planning Delivery & System Oversight, NCL ICB
Ben Okoye	Assistant Director of Performance, NCL ICB
Alex Stiles	Director of Finance, NHS NW London
Josephine Onianwa	Governance Manager, NHS NW London
Andrew Tillbrook	Board Secretary, NCL ICB (minute taker)

Apologies

Name	Role/ organisation
Gary Sired	Director of Financial Strategy, Planning and Performance, NCL ICB
Mike Bell	Chair of NHS NW London and NCL ICB
Sarah McDonnell-Davies	Chief Transformation Officer, NHS NW London and NCL ICB
Geneviève Small	Associate Medical Director, Primary Care, NHS NW London
Nicola Kay	Director of Partnerships, Population Health and Reducing Inequality, NHS NW London
Kerry Doyle	Head of Corporate Governance, NHS NW London

PART B

Item 2	Neurodevelopmental Waiting List Schemes – Business Case (BCRG202)
Summary of item	The Committee considered a >£5m ICB finance business case aimed at materially reducing neurodevelopmental (ND) assessment waiting times. Key features recorded: the business case (BCRG202) was previously considered by the NWL ICB

	Business Case Review Group (September 2025) and supported for recommendation; it proposed the re-routing of a one-off underspend (from community acute flow schemes 2025/26) to reduce ND assessment waits. There had been a significant increase in referrals since the Covid pandemic; capacity impact is described as supporting assessments of c.4,900 children and some adults; the ICB is evaluating a digital tool with Imperial—an innovation pilot called BrainGaze, being assessed by West London Trust—to improve referral information and speed assessment processes; target outcome is reducing waits from 104 weeks to zero weeks by end of March 2027, while also identifying opportunities to support corresponding services/patients in NCL.
Committee assured/decision	Approved: the recommendation in the business case — funding of £6,734,888 to clear the backlog of patients waiting for ND assessments across eight local authority boroughs within North West London ICB, including £200,000 for a pilot to evaluate the digital tool Braingaze.
Follow-on work	Jacqui Sarakbi to provide a progress report to the Performance and Finance Committee in January / February 2027. Next steps (recorded as governance expectations / delivery focus): roll out the mobilisation plan and closely monitor backlog reduction impact; assess innovation pilot investment and whether digital assessment tools are appropriate to roll out across North West London and potentially North Central London; feedback on BrainGaze from West London Trust expected by end of March 2026 (and subject to rigorous evaluation before wider roll-out); longer-term intent noted that assessments are currently costed via outsourcing (Healios Healthcare) due to backlog, with an aim to bring assessments back into the NHS when waiting lists reduce; Committee discussion highlighted the need to review pathways/thresholds/models of care/triage and consider commissioning models and the context of mooted SEND reforms.
Recommendation to Board	To Note the decision

Part B – ICB Finance

Present - Members

Name	Role/ organisation
Kunal Patel	Chair of Performance and ICB Finance Committee, NHS NW London

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Chair: Kunal
Patel



North Central London
Integrated Care Board

Anita Charlesworth	Non-Executive Member, NHS NW and NC London
Akta Raja	Non-Executive Member, NHS NW London
Stephen Bloomer	Chief Finance Officer and Deputy Chief Executive, NHS NW and NC London ICBs
Frances O'Callaghan	Chief Executive Officer, NHS NW and NC London ICBs
Jennifer Roye	Chief Nursing Officer, NHS NW and NC London ICBs
Dr Jo Sauvage	Chief Medical Officer, NHS NW and NC London ICBs
Richard Dale	Chief Strategy Officer, NHS NW and NC London ICBs

Attendees

Name	Role/ organisation
Manpareet Hothi	Deputy Chief Finance Officer, NHS NW London
Josephine Onianwa	Governance Manager, NHS NW London
Jacqui Sarakbi	Associate Director – Mental Health, Learning Disabilities and Autism, NHS NW London
Andrew Tillbrook	Board Secretary, NCL ICB

Apologies

Name	Role/ organisation
Frances O'Callaghan	Chief Executive Officer, NHS NW and NC London ICBs
Michael Bell	Chair, NHS NW and NC London ICBs
Sarah McDonnell-Davies	Chief Transformation Officer, NHS NW and NC London ICBs
Kerry Doyle	Head of Corporate Governance, NHS NW London