



North Central London
Integrated Care Board



North West London

NHS NC London and NHS NW London

Board Meeting in Common

24 March 2026

Report Title	NCL/NWL Remuneration Committee in Common assurance report	Date of report	19 Feb 2026	Agenda Item	3.6
Lead Director / Manager	Sarah Morgan, Chief People Officer, NCL ICB and NWL ICB	Email / Tel		sarahlouise.morgan@nhs.net	
Board Member Sponsor	Liz Sayce, Non-Executive Member and Chair of NCL/NWL Remuneration Committee in Common Anita Charlesworth, Non-Executive Member and Chair of NWL People & Remuneration Committee				
ICB	Both				
Report Author	Martyn Schofield Company Secretary NW London ICB	Email / Tel		martyn.schofield1@nhs.net	
Name of Authorising Finance Lead	Not applicable.	Summary of Financial Implications Voluntary redundancy costs were included in the report to the Committee.			
Recommendation	The NCL and NWL ICB Boards are asked to NOTE the NCL/NWL Remuneration Committee in Common report.				
Report summary	The Chair's Assurance Report provides a summary of the key outcomes from the meetings held on 20 October 2025, 31 October 2025, 1 December 2025 and 19 February 2026.				
Identified risks and risk management actions	As identified in the report.				
Conflicts of interest	The conflicts of interest were managed in accordance with both NCL and NWL ICBs Conflict of Interest Policies. No staff member with a direct pecuniary interest in VSM pay was in attendance for discussion on those items.				
Resource implications	Where applicable, potential resource implications were considered for each item presented. The Deputy Chief Finance Officer was in attendance for discussion on the potential costs of voluntary redundancies.				
Engagement	Where applicable, engagement implications were considered for each item presented.				
Equality impact analysis	Where applicable, an Equality Impact Analysis was undertaken for each item presented.				



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Report history and key decisions	As detailed in the report.
Next steps	Next steps and follow on work are set out in the report.
Appendices	N/A

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20 October 2025 – NWL People & Remuneration Committee only

20 October 2025 – NWL People & Remuneration Committee only	
Item	Compulsory Redundancy Cases
Summary of item	Outline of how the Executive Director consultation was undertaken and the outcome of the recruitment for a Joint Executive Team for NCL/NWL ICBs who will become the WNL Executive Team.
Committee decision	Approval of compulsory redundancy cases for submission to NHS England.
Follow-on work	Submit the redundancy cases to NHS England.
Recommendation to Board	To note.

31 October 2025 – NWL People & Remuneration Committee only

31 October 2025 – NWL People & Remuneration Committee only	
Item	VSM Pay Framework/VSM Pay Governance/VSM Pay Increase 2025/26
Summary of items	Overview of the VSM pay framework and the pay award process and the need to address legacy contractual issues. The purpose of the report was to ensure compliance, transparency and consistency across the executive pay arrangements.
Committee decision	Agreed the VSM pay framework and pay uplift for the eligible staff.
Follow-on work	N/A
Recommendation to Board	To note.

31 October 2025

31 October 2025	
Item	Joint Executive Management Team Remuneration
Summary of item	Detailed the proposed remuneration structure for the newly merged Executive Team, the rationale for the salary uplifts and the application of the NHS England VSM Pay Framework.
Committee decision	Endorsed the proposed remuneration of the appointed Executive Directors for submission to NHS England for approval.
Follow-on work	Submit the business cases to NHS England.
Recommendation to Board	To note.

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1 December 2025	
Item	On-call policy and remuneration Pay protection policy
Summary of items	Harmonisation of the on-call and pay protection policies to ensure both NCL and NWL ICBs were following the same processes and agreements.
Committee decision	Approved the policies.
Follow-on work	The costs associated with both policies to be monitored and the pay protection policy to be reviewed within the first year of West and North London ICB.
Recommendation to Board	To note.

Item	Accommodation and high cost supplement
Summary of item	Recommendation to follow the NHS England stipulation of two days a week on site. The accommodation at Marylebone Road was being reconfigured and there was not enough desk space to accommodate all current staff. The 'end state' structures and staff numbers were anticipated to be finalised Q3 2026.
Committee decision	Noted the approach to work bases and the application of the high cost supplements to roles in the new structure.
Follow-on work	To review the hybrid working arrangements at the earliest opportunity in the new ICB with an emphasis that on-site working promoted team cohesion and a move towards 3 days a week on site.
Recommendation to Board	To note.

Item	Voluntary Redundancy Scheme Overview of proposed staffing impact and redundancy financial implications
Summary of item	Overview on the changes to the mandated policy and an outline on the funding available for the required redundancies.
Committee decision	Approved the implementation of a voluntary redundancy scheme to run alongside the formal consultation with staff. Approved the high-level potential redundancy financial implications.
Follow-on work	To report to Transition Committee detailed financial plans on how WNL would meet its £19.41 target.

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Recommendation to Board	To note.
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19 February 2026	
Item	Voluntary Redundancy Costs
Summary of item	Overview of the process that had allowed staff to make an informed decision on whether to apply for voluntary redundancy. Details on the process for approving or rejecting redundancy requests and costs of the approved redundancies. Assurance sought on the equality impact outcomes.
Committee decision	Approved the redundancy costs.
Follow-on work	Final exit payments to be submitted to a future Remuneration Committee for approval before submission to NHS England.
Recommendation to Board	To note.

Members

Name	Role/ organisation
Liz Sayce	Chair of NCL/NWL Remuneration Committee in Common Non-executive member NHS NCL
Anita Charlesworth	Non-executive member NHS NWL and NCL
Simon Perry	Non-executive member NHS NWL and NCL

In attendance (as required and dependent upon the conflicts of interest for each meeting)

Name	Role/ organisation
Katie Fisher	Interim Joint Chief Executive
Sarah Morgan	Joint Chief People Officer
Manpareet Hothi	Deputy Chief Finance Officer NWL
Darshna Pankhani	Director of People, NCL
Martyn Schofield	Company Secretary, NWL