



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 ICS People Board Committee Assurance Report	Date of report	9 March 2026	Agenda Item	3.7
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 ICS People Board				
ICB	NC London ICB				
Report Author	Vivienne Ahmad Board Secretary, NCL ICB	Email / Tel		v.ahmad@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 NCL ICS People Board Committee Assurance Report.				
Report summary	<p>The Chair's Assurance Report provides a summary of the key outcomes from the NCL ICB People Board meetings held on 17 November 2025 and 23 February 2026.</p> <p>It captures items that were approved or noted by the People Board 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>				
Identified risks and risk management actions	The NCL ICB People Board review the risks assigned to them for oversight at each meeting.				
Conflicts of interest	Conflicts of interest are managed in accordance with NCL ICB's Conflict of Interest Policy.				
Resource implications	Where applicable, potential resource implications are considered for each item presented to the People Board.				
Engagement	Where applicable, engagement implications are considered for each item presented to the People Board.				
Equality impact analysis	Where applicable, an Equality Impact Analysis is undertaken for each item presented to the People Board.				



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Report history and key decisions	This report summarises the discussions at the meetings of the NCL ICB People Board on 17 November 2025 and 23 February 2026.
Next steps	Not applicable.
Appendices	<ul style="list-style-type: none">• Summary of the meeting of the NCL ICS People Board meeting on 17 November 2025• Summary of the meeting of the NCL ICS People Board meeting on 23 February 2026

Item	Chief People Officer's (CPO) Report
Summary of item	<p>The People Board was provided with an overview of the following:</p> <ul style="list-style-type: none"> • Navigating Change – national reform and local impact. • Key achievements against the objectives within the People Strategy with updates on (i) Workforce Supply (ii) Workforce Development and (iii) Workforce Transformation.
Committee assured/decision	The People Board noted report.
Follow-on work	The CPO report is presented at each People Board meeting to support tracking of progress and to highlight learning.
Recommendation to Board	To note.

Item	System Workforce Risk Register
Summary of item	<p>The original risk, regarding not having sufficient workforce to maintain sustainable health and care delivery started as for mental health and community staff but was expanded to all staff. This was mitigated through the development and execution of the NCL People Strategy, which focussed on the identified shortfall of 17,000 staff by 2028 should the care model stay the same and focussed on the pillars of workforce supply, development and transformation.</p> <p>It was agreed that as the role of the ICB pivots to becoming a strategic commissioner, this risk was no longer the ICS risk but would move to individual Trusts to manage within their own risk registers.</p> <p>The risk of the potential of losing the ICB's strategic workforce function was discussed, acknowledging that the NCL workforce team had provided essential system-wide coordination, oversight, and relationships with chief people officers. It was noted that losing this capability could weaken NCL's strong culture of collaboration.</p>
Committee assured/decision	The People Board noted the report.
Follow-on work	<ul style="list-style-type: none"> • To continue to manage risks in a robust way. • To continue the development of the ICB's approach to system risk management.
Recommendation to Board	To note.



Item	Adult Social Care
Summary of item	The paper outlined policy updates, presented the key outcomes of the Skills for Care data set launched in October 2025, and provided an overview of the academy's achievements. It also described the work that had been delivered in the Adult Social Care leadership space through the My Home Life programme.
Committee assured/decision	The People Board noted the paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Item	NCL ICS EDI Workforce Framework 2025 - 2028
Summary of item	The EDI Workforce Framework, previously agreed by the Board, was developed through an NCL- wide EDI network with system partners, identifying five core themes: inclusive employment, workforce equity through commissioning, workforce wellbeing, inclusive leadership, and a shared NCL culture. It is adaptable for providers of all sizes, aligns with national and system priorities, supports commissioning and procurement. Risks from system changes were noted, and ongoing cross-system collaboration is required.
Committee assured/decision	The People Board approved the NCL ICS EDI Workforce Framework (2025–2028) for system-wide adoption and endorsed shared governance and monitoring arrangements, with delivery and impact to be tracked through the NCL People Board or any future agreed 'People' governance structure via the KPIs Dashboard.
Follow-on work	Following the People Board approval: <ul style="list-style-type: none"> • Launch the Framework across system partners and publish an accessible summary version. • Maintain governance and performance monitoring through the People Board and EDI Network. • Integrate Framework metrics within the Workforce KPI Dashboard and annual People Strategy reporting cycle.
Recommendation to Board	To note.

Item	Workforce Metrics Dashboard
Summary of item	<p>The paper provided a mid-year update on the NCL Workforce KPI Dashboard, showing progress against Year 2–3 priorities. It reported falling vacancy and turnover rates, continued high sickness absence, modest NEET improvements, and ongoing but uneven WRES/WDES progress. It emphasised shared measurement for system-wide accountability and noted continued engagement through system boards and the joint NCL–NWL People Board session.</p> <p>As NCL prepares to merge with NWL ICB, it highlights the need for refreshed assurance measures, while confirming the KPI framework remains essential for alignment and evidence-based decision-making.</p>
Committee assured/decision	The People Board noted the paper.
Follow-on work	The next phase focuses on sustaining momentum, strengthening data maturity, and embedding the Workforce KPI Dashboard as a core assurance tool. Planned actions include continuing KPI monitoring until the post-merger framework is implemented, strengthening alignment with the EDI Framework to address inequalities, and refreshing metrics in early 2026 following the publication of new data.
Recommendation to Board	To note.

Item	Skills and Apprenticeship Levy Policy Changes
Summary of item	<p>Recent government policy changes are shaping apprenticeship planning across the Trusts, with funding for five priority clinical and public health roles secured until 2029 while several other pathways face defunding.</p> <p>These shifts raise concerns about reduced access to leadership apprenticeships for minority groups, though increased focus on entry-level routes may broaden opportunities system-wide.</p> <p>To support workforce development, system initiatives continue to expand, including incentives for foundation apprenticeships, growth in T-level placements supported by the new NCL Industry Placement Coordinator role, and greater use of short-term courses and levelling programmes to strengthen progression pathways</p>
Committee assured/decision	The People Board noted the paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Item	NCL Training Hub – Strategic Priorities
Summary of item	<p>The Training Hub, now in year four of its five-year contract, operates as a single NCL team across the five boroughs with a clear strategic focus on workforce development, general practice transformation, cross-sector partnership working and local innovation.</p> <p>Funding priorities centre on strengthening general practice, expanding skills training, building practice management capacity, supporting non-professional leadership development and enabling innovation.</p> <p>The Hub is increasingly aligned with wider workforce planning and the London neighbourhood model, with opportunities over the next 3–18 months to support neighbourhood teams through organisational development, shared learning, collaboration and immersive activities.</p>
Committee assured/decision	The People Board noted the paper.
Follow-on work	Ongoing alignment via monthly review meetings with ICB People & Culture and CMO & Place representatives alongside quarterly People Board & 6-weekly London Primary Care School Board.
Recommendation to Board	To note.

Item	Exploring the impacts of ICB commissioning on VCSE Workforce
Summary of item	<p>The VCSE sector continues to face pressures from short-term contracts, inconsistent funding and limited ability to match NHS pay, alongside challenges evidencing social value and managing variable infrastructure. Despite this, strong foundations are in place through established alliances, programmes and innovative commissioning models that support workforce development and collaboration. Opportunities now centre on streamlining commissioning, improving transparency, creating sustainable costing models and embedding VCSE roles within emerging neighbourhood and strategic frameworks. Continued engagement through the VCSE alliance is planned, with People Board endorsement sought to maintain momentum amid expected multi-year delivery.</p>
Committee assured/decision	The People Board approved the paper.
Follow-on work	Next steps will need to be carefully phased to align with the organisational change process, while maintaining flexibility to

	adapt as neighbourhoods, integrators and wider NHS reforms evolve. It is recommended that progress be reviewed in 18–24 months to assess improvements and identify further development opportunities.
Recommendation to Board	To note.

Item	Accelerating the Change: People Strategy Annual Progress Review 2024/25
Summary of item	Last year's annual review was finalised in a graphic-designed format and was ready for publication. Contributors were encouraged to share it as appropriate.
Committee assured/decision	The People Board noted the paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Item	Joint People Board seminar papers on Health and Work with NWL and NCL held on 26 September 2025
Summary of item	<p>The joint People Board seminar on 26 September 2025 reaffirmed the importance of focusing on young people who are not in education, employment, or training (NEET).</p> <p>The proposal presented aligns with government priorities, including concerns about increasing autism and ADHD diagnoses and long waiting times, and will be further developed for NWL/NCL consideration.</p> <p>Members expressed broad support and recognised the long-term value of early intervention, while emphasising the need to define priorities carefully given competing demands across age groups. Further detailed work will be brought back for review</p>
Committee assured/decision	The People Board noted the paper and agreed the commitment to the NEET priority as part of the next steps for the work and health agenda.
Follow-on work	Following consideration by NCL and NWL People Boards and if approved, the recommendations will be shaped into a work programme.
Recommendation to Board	To note.

People Board Chair's Assurance Report

17 November 2025

Chair: Liz Sayce



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Present – Members

Name	Role/organisation
Liz Sayce	Non - Executive Member & Committee Chair, NCL ICB
Sarah Louise Morgan	Chief People Officer & Executive Lead for the Committee, NCL ICB
Jenny Goodridge	Interim Chief Nursing Officer, NCL ICB
Laura Bevan	Chief People Officer at the Royal National Orthopaedic Hospital
Julie Hamilton	Chief Nurse, Royal Free London
Louise Coughlan	Chief Pharmacist, NCL ICB
Dr Sinead Mehigan	Interim Dean of Faculty – HSCE, Middlesex University
Michael Fox	Executive Lead, NCL Training Hubs
Chris Lehmann	Director of Adult Social Care Strategy & Commissioning, Camden Council
Sue Ann Nnamani	Co-Chair of NCL Care Leaders Forum
Marion Phillips	Service Manager - Universal Employment support, Islington Council
Kate Gibbs	Head of Inclusive Economy, Camden Council
Geoffrey Ocen	Chief Executive, Bridge Renewal Trust and representative of the VCSE Alliance
Ben Coleman	Locality Manager (London and South East) Skills for Care
Silvio Giannotta	Head of Workforce Planning, Transformation and Insights, NHS England (deputised for Ruth Barton – Anderson)
Fiona Yung	Divisional Manager, UCLH and co-chair of the AHP Council
Natoya Mamby	Head of System Workforce Supply
Catherine Sills	Workwell Learning & Change Manager, NCL

People Board Chair's Assurance Report

23 February 2026

Chair: Liz Sayce



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Item	Chief People Officer's (CPO) Report
Summary of item	The report provided a final three-year overview of delivery against the NCL People Strategy ahead of the transition to the West and North London ICB, highlighting key achievements, governance strengths, merger-related risks and opportunities, and the proposed future priority focus on young people and those Not in Education, Employment or Training (NEET).
Committee assured/decision	The People Board noted : <ul style="list-style-type: none"> the report including progress against the NCL ICS People Strategy and key transition considerations ahead of the merger into the West and North London ICB on 1 April 2026. the submission of the 2026–2029 Medium-Term Workforce Planning return, completed through internal governance and signed off by the Chair and Executive Leads.
Follow-on work	The CPO report is presented at each People Board meeting to support tracking of progress and to highlight learning. It was agreed the priority of supporting young people not in education, employment or training (NEET) would be taken forward into the WNL ICB people priorities.
Recommendation to Board	To note.

Item	System Workforce Risk Register
Summary of item	The People Board reviewed the System Workforce Risk Register, focusing on the open risk linked to the transition to the new ICB. The original community and mental health workforce risk has expanded into a wider system concern about capacity to meet rising demand. Although interventions are in place, the People Board agreed the current risk should close ahead of the transition, with future risks reframed to reflect the new strategic commissioning role. As risk appetite work has not yet been completed, the risk will transfer into the wider ICB process for the new organisation to determine updated workforce risks.
Committee assured/decision	The People Board agreed to close the risk and noted the report.

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Follow-on work	<ul style="list-style-type: none"> To continue to manage risks in a robust way. To continue the development of the ICB's approach to system risk management.
Recommendation to Board	Agreed to close the risk and noted.

Item	Accelerating the Change & Transforming our Workforce: People Strategy Annual Review 2025/26
Summary of item	<p>The report provided a final Year 3 overview of delivery against the NCL People Strategy across the phases of Accelerating the Change and Transforming our Workforce. It also confirmed the early closure of the Strategy as preparations began for the transition to the new West and North London Integrated Care System.</p> <p>This version served as the final draft for the February 2026 People Board, offering stakeholders an opportunity to review progress over the previous three years and provide feedback or reflections.</p>
Committee assured/decision	The People Board approved the publication subject to the feedback and comments.
Follow-on work	Closure of the NCL People Strategy with achievements and learning carried forwards into the West and North London ICB.
Recommendation to Board	To note.

Item	Looking ahead to West and North London ICB – Future of System Workforce
Summary of item	<p>The paper looked ahead to the transition to the West and North London ICB and set out the implications for the future system-wide workforce.</p> <p>The proposal of the new priorities regarding:</p> <p>People Partnership and Prosperity</p> <p>Were considered and discussed by the People Board members. The initial areas of focus of strategic commissioning,</p>

	neighbourhood workforce development; work and health and young people were agreed. It was noted the same proposal was to be considered by the NWL People Board on 9 March 2026
Committee assured/decision	The People Board agreed the priorities and noted the paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Item	Work and Health Update <ul style="list-style-type: none"> • WorkWell Partnership Programme • Work and Health Strategy • Fit Note Pilot • Careers Hub
Summary of item	The paper looked ahead to the West and North London ICB and what this meant for the future system-wide workforce.
Committee assured/decision	The People Board noted the paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Item	System Partner Updates <ul style="list-style-type: none"> • Education • Secondary Care • Social Care • VCSE • Primary Care
Summary of item	System partners provided brief verbal updates on the first four areas above. In addition, an update paper on primary care outlined the following:

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	<ul style="list-style-type: none"> • 2025/26 NCL primary care workforce position, noting modest growth supported by improved GP recruitment, lower leaver rates and continued ARRS expansion. • System Development Funding supported training and leadership development. • Survey findings were mixed, highlighting both positive engagement and concerns about inequality. • Ongoing focus is needed to strengthen neighbourhood-based models and improve workforce data. • Overall, the workforce showed adaptability and steady progress, providing a solid foundation for future neighbourhood health delivery.
Committee assured/decision	The People Board noted the verbal updates and paper.
Follow-on work	Not applicable.
Recommendation to Board	To note.

Present – Members

Name	Role/organisation
Liz Sayce	Non - Executive Member & Committee Chair, NCL ICB
Sarah Louise Morgan	Chief People Officer & Executive Lead for the Committee, NCL ICB and NWL ICB
Jennifer Roye	Chief Nurse Officer, NCL ICB & NWL ICB
Laura Bevan	Chief People Officer at the Royal National Orthopaedic Hospital
Dr Sinead Mehigan	Interim Dean of Faculty – HSCE, Middlesex University
Michael Fox	Executive Lead, NCL Training Hubs
Chris Lehmann	Director of Adult Social Care Strategy & Commissioning, Camden Council
Marion Phillips	Service Manager - Universal Employment Support, Islington Council
Kate Gibbs	Head of Inclusive Economy, Camden Council
Geoffrey Ocen	Chief Executive, Bridge Renewal Trust and representative for the VCSE Alliance

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Ben Coleman	Locality Manager (London and South East) Skills for Care
Ruth Barton-Anderson	Deputy Head of Workforce Transformation, NHS England – London
Fiona Yung	Divisional Manager, UCLH and co-chair of the AHP Council
Jess Partington	Head of System Workforce Transformation, NCL ICB
Natoya Mamby	Head of System Workforce Supply, NCL ICB
Catherine Sills	Workwell Learning & Change Manager, NCL ICB
Helen Rudanec	NCL Workforce Management Service Lead, UCLH