



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	North Central London ICB Procurement Oversight Group Assurance Report	Date of report	27 February 2026	Agenda Item	3.8
Lead Director / Manager	Stephen Bloomer, Chief Finance Officer	Email / Tel		stephen.bloomer@nhs.net	
Board Member Sponsors	Stephen Bloomer, Chief Finance Officer				
ICB	This paper applies to North Central London ICB.				
Report Author	Christopher Hanson, Deputy Head of Governance, Risk and Legal Services, North Central London ICB	Email / Tel		christopher.hanson1@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 North Central London ICB Procurement Oversight Group Assurance Report.				
Report summary	<p>The Chair's Assurance Report provides a summary of the key outcomes from the meetings of the North Central London ICB Procurement Oversight Group on 17 July 2025, 26 November 2025, and 23 February 2026.</p> <p>It captures items that were approved or noted by the Procurement Oversight Group, 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 North Central London ICB Procurement Oversight Group reviews the risks assigned to them for oversight at each Committee meeting.				
Conflicts of interest	Conflicts of interest are managed at North Central London ICB Procurement Oversight Group meetings in accordance with the ICB's Conflict of Interest Policy.				
Resource implications	Where applicable, potential resource implications are considered for each item presented to the North Central London ICB Procurement Oversight Group.				



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Engagement	Where applicable, engagement implications are considered for each item presented to North Central London ICB Procurement Oversight Group.
Equality impact analysis	Where applicable, an Equality Impact Analysis is undertaken for each item presented to North Central London ICB Procurement Oversight Group.
Report history and key decisions	This report summarises the discussions at the meetings of the North Central London ICB Procurement Oversight Group on 17 July 2025, 26 November 2025, and 23 February 2026.
Next steps	The final meeting of the North Central London ICB Procurement Oversight Group will be held on 17 March 2026.
Appendices	<ul style="list-style-type: none">• Summary of the meeting of the North Central London ICB Procurement Oversight Group on 17 July 2025• Summary of the meeting of the North Central London ICB Procurement Oversight Group on 17 November 2025• Summary of the meeting of the North Central London ICB Procurement Oversight Group on 23 February 2026

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Procurement Oversight Group 17
July 2025

Item	Risk Register
Summary of item	The Risk Register had only 1 low-rated risk on it, associated with preparation for Provider Selection Regime ('PSR') and Procurement Act 2023 implementation. Work was underway to reframe the risk as an 'implications' risk reflecting future operational and legal exposure.
Committee assured/decision	Procurement Oversight Group ('POG') noted the risk register.
Follow-on work	None
Recommendation to Board	To note

Item	Procurement & Contracting update
Summary of item	<p>The paper contained two principal requests:</p> <p><u>PSR Representation</u></p> <p>The ICB had received PSR representations regarding the commissioning of Audiology Service for a period of 1 year in order to provide sufficient time to undertake a Competitive procurement of the service. In order to maintain the service whilst addressing the representation a contract modification was required to extend the existing contract of 1 year with a 3 months break clause.</p> <p><u>Provider Accreditation Policy</u></p> <p>Updates to strengthened accreditation tests required POG approval.</p>
Committee assured/decision	POG approved the use of urgent contract modification and approved Provider Accreditation Policy amendments.
Follow-on work	Assurances were requested to be provided to the CFO regarding legal confirmation of PSR modification route. These were subsequently provided.
Recommendation to Board	To note

Item	Training Hub procurement
Summary of item	Procurement Act 2023 Direct Award route was proposed for the procurement of a 1 year Non-clinical Training Hub contract.
Committee assured/decision	POG approved the use of Direct Award to procure the contract.

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Follow-on work	None
Recommendation to Board	To note

Item	Camden Bridging Access Service
Summary of item	A PSR representation prevented the progressing of a Competitive procurement for the Bridging Access Service in 4 North Central London Boroughs. To ensure continuity whilst the ICB addressed the representation the current contract was to be modified to provide a 3 month extension with an option for a further 3 months.
Committee assured/decision	POG reviewed the PSR route proposed and approved its use and noted representation.
Follow-on work	None
Recommendation to Board	To note

Item	Audiology procurement plan
Summary of item	A PSR Competitive procurement of the adult Audiological services across Barnet, Camden, Enfield was proposed. The procurement of services for Haringey and Islington would have to follow disaggregation in relation to the existing provision.
Committee assured/decision	POG approved the use of the PSR Competitive procurement route for the service in Barnet, Camden, Enfield.
Follow-on work	None
Recommendation to Board	To note

Present – Members

Name	Role/organisation
Mr. Stephen Bloomer	Interim Chief Finance Officer, NCL ICB (Chair) (attending and Chair from item 2.1 onwards)
Ms. Sarah Mansuralli	Chief Strategy and Population Health Officer, NCL ICB (Chair for items 1.1 to 1.4)
Mr. Andrew Spicer	Assistant Director of Governance, Risk and Legal Services, NCL ICB (deputising for Mr. Ian Porter, Executive Director of Corporate Affairs, NCL ICB) (items 1.1 and 1.2 only)

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Mr. Ian Porter	Executive Director of Corporate Affairs, NCL ICB (from item 1.3 onwards)
Ms. Deirdre Malone	Interim Director of Quality, NCL ICB (from item 1.3 onwards)

26 November 2025

Item	Risk Register
Summary of item	The Risk Register had only 1 low-rated risk on it, associated with preparation for Provider Selection Regime ('PSR') and Procurement Act 2023 implementation. Work was underway to reframe the risk as an 'implications' risk reflecting future operational and legal exposure.
Committee assured/decision	The Procurement Oversight Group noted the Risk Register, but suggested the likelihood score should increase.
Follow-on work	The Risk Owner/Risk Manager should discuss with the Governance, Risk and Legal Services team to consider including raising the Current Risk Score, or adding a risk regarding successful challenges under PSR, and/or risk to maximising procurement opportunities.
Recommendation to Board	To note

Item	Procurement & Contract Renewals pipeline update
Summary of item	POG was asked to approve the renewal routes for 13 non-NHS contracts for 25/26 and 63 for 26/27. Strategic commissioning reviews were reported as largely completed (3 of the original 50 are expected to be finalised by Quarter 2), demonstrating value-for-money approach and reducing contract volume. POG received a report on the Audiology PSR representation outcome which confirmed the ICB was entitled to proceed as it had.
Committee assured/decision	POG approved the renewal routes for 2025/26 and 2026/27 contracts, and noted the remaining Strategic Commissioning Programme reviews, the Audiological service PSR representation, the transparency notices published since January 2024, and the procurement pipeline update.
Follow-on work	None
Recommendation to Board	To note

Item	Right to Chose Accreditation update
Summary of item	Proposed amendments refine the existing assessment process, including the use of HRG definitions where service specifications are absent. The paper noted the increasing Non-Contract Activity risk, and cross-system alignment work being

	conducted with NWL ICB. The rigorousness of the policy has prevented unsuitable provider entry.
Committee assured/decision	POG approved the changes to the Provider Accreditation Policy and Questionnaire, and associated guidance.
Follow-on work	None
Recommendation to Board	To note

Item	Audiology procurement – revised timeline
Summary of item	<p>Feedback from market engagement suggested mobilisation extension from 1 April to 1 July. This necessitated a 3-month extension of existing contracts.</p> <p>In addition, a new aftercare tariff was proposed to prevent a competitive distortion from historical ‘bundled’ arrangements that would unfairly favour the incumbent provider.</p>
Committee assured/decision	POG approved the updated procurement timetable, the use of an extension of 3 months to the existing contracts, and the revised aftercare tariff approach. POG also noted the National Panel outcome for the previous Audiology procurement.
Follow-on work	None
Recommendation to Board	To note

Item	Lloyd George notes digitisation procurement
Summary of item	Procurement of the final phase of digitising remaining third of practices’ ‘Lloyd George’ notes. The incumbent provider demonstrates a cost-efficient model including direct NHS England integration. A direct award was permissible under the relevant framework and capital funding was already secured.
Committee assured/decision	POG approved the procurement route for the direct award.
Follow-on work	None
Recommendation to Board	To note

Item	Pan-London Any Qualified Provider (‘AQP’) framework including a Complex Care procurement approach summary
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Summary of item	<p>A decision on whether NCL should continue participating in the Pan-London AQP framework, with the current contract due to expire in March 2026, was required.</p> <p>Domiciliary care competitive pricing was demonstrated as delivering substantial savings, whilst the newly launched nursing home pilot showed early benefits. It would remain possible to withdraw from the nursing home pilot if results were not satisfactory.</p>
Committee assured/decision	POG approved the adoption of the AQP framework, subject to assurance given to the Chief Finance Officer ('CFO') regarding the precise details of the procurement route.
Follow-on work	Assurances were requested to be provided to the CFO regarding details of the procurement route. These were subsequently provided.
Recommendation to Board	To note

Item	Bridging Access Service revised timeline and contract extension
Summary of item	A PSR representation caused a re-scoring of a Competitive procurement. Possible extensions under the existing contract had been exhausted. POG was asked to approve the use of an urgent extension needed via PSR Reg.14. An extension of 4 months was requested to facilitate the re-scoring and the progression of the matter through the ICB's Governance Framework
Committee assured/decision	<p>POG noted the PSR representation, and that the proposed contract extension can be funded from within existing budgets, and agreed the use of the PSR Urgent Modification for an extension of 2 months to the existing contract.</p> <p>POG did not agree the requested 4 months' extension on the basis that the need was not entirely unforeseeable, and noted the need to permit only minimal extensions in order to defend the ICB from further challenge.</p>
Follow-on work	A previously cancelled Primary Care Committee meeting was to be re-arranged to facilitate the paper passing through the ICB's Governance Framework. This was subsequently completed.
Recommendation to Board	To note

Item	Community Dental Service ('CDS') Contract
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Summary of item	A London-wide commissioned CDS service was due to expire 2027. POG was asked for permission to utilise PSR Direct Award C for a 3+2-year contract. This arrangement would offer good value, continuity, and alignment with NWL ICB, while avoiding competitive procurement trigger.
Committee assured/decision	POG approved the use of PSR Direct Award C route for a 3+2 years contract and noted the intention to align the NWL and NCL contracts in one contract via a permitted contract variation, once awarded.
Follow-on work	None
Recommendation to Board	To note

Present – Members

Name	Role/organisation
Mr. Stephen Bloomer	Chief Finance Officer, NCL ICB (Chair)
Mr. Mark Eaton	Director of Strategic & Delegated Commissioning, NCL ICB (deputising for Ms. Sarah McDonnell-Davies Chief Transformation Officer, NCL ICB)
Ms. Sarah Morgan	Chief People Officer
Ms. Deirdre Malone	Interim Director of Quality, NCL ICB

Item	Diagnostic Capacity/Mitigation Strategy
Summary of item	<p>The use of Provider Selection Regime ('PSR') Direct Award route C was proposed for the GP Direct Access Diagnostic service contract, to begin 1 Apr 2027. Direct Award C enables continuity while maintaining flexibility via 6-month termination option.</p> <p>Camden MSK extension under the original contract was brought to the Procurement Oversight Group for noting. The contract provides a strong performance model, but KPIs, transparency and Non-Contract Activity issues require further work before possible expansion across a broader footprint. Nonetheless, £3-4 million efficiencies per borough are available through this model.</p>
Committee assured/decision	<p>POG approved the use of PSR Direct Award route C for the 3 year GP Diagnostic service contract commencing 1 April 2027.</p> <p>POG noted the renewal of the Camden Integrated MSK service for a 1+1 year contract.</p>
Follow-on work	None
Recommendation to Board	To note

Item	Community Audiology Procurement outcome
Summary of item	<p>After a full PSR Competitive procurement having been completed, a successful bidder has been identified. POG was asked to note that a contingency 3-month contract renewal for incumbents may be required if PSR Representations are received post-award.</p>
Committee assured/decision	<p>POG noted the outcome of the PSR Competitive procurement, and the proposal to use PSR Direct Award C to award a 3 months contract to the incumbent provider, should a PSR Representation be received in order to give time to address the representation.</p>
Follow-on work	None
Recommendation to Board	To note

Item	Enfield Community Services
Summary of item	<p>POG was asked to approve the use of PSR Direct Award route A for a 12 months contract to Royal Free, London due to vertical integration, its footprint, and strong performance</p>

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	against its existing contract metrics. The longer-term commissioning options would be revisited in summer 2026.
Committee assured/decision	POG approved the use of PSR Direct Award A for the proposed 12 month contract with the Royal Free, London.
Follow-on work	None
Recommendation to Board	To note

Present – Members

Name	Role/organisation
Ms. Manpareet Hothi	Deputy Chief Finance Officer, North West London ICB (Chair) (deputising for Mr. Stephen Bloomer, Chief Finance Officer, NCL ICB)
Ms. Sarah McDonnell-Davies	Chief Transformation Officer, NCL ICB
Ms. Sarah Morgan	Chief People Officer, NCL ICB
Ms. Deirdre Malone	Deputy Director of Quality & Clinical Standards, NCL ICB (deputising for Ms. Jenny Goodridge, Director of Quality, NCL ICB)