

MAYOR OF LONDON

Caroline Clarke

Regional Director for London
NHS England

Penny Dash

Chair
North West London Integrated Care System

Date: 17 January 2025

Rob Hurd

Chief Executive Officer
North West London Integrated Care System

Dear Caroline, Penny and Rob,

Mayor of London's assessment of proposed changes to acute adult mental health services in the City of Westminster and the Royal Borough of Kensington and Chelsea.

Thank you for your collaboration following my initial recommendations about your proposed changes to acute mental health services in Kensington, Chelsea and Westminster in January 2024.

At my request, the Strategy Unit has now applied my six tests framework to the decision-making business case for the proposals. I am sharing its independent analysis with you in advance of the ICB decision-making meeting on the proposals. I trust that you will find this useful in guiding your next steps.

I would like to welcome the work that has been done that aligns with the recommendations I made in my last letter. This includes the development of a model for working with homeless people; plans to audit and address shortfalls in care for homeless people; a programme of work aimed at understanding and tackling the racial inequalities that exist in the current services; and the significant work undertaken to assess the impact of proposals on social care services.

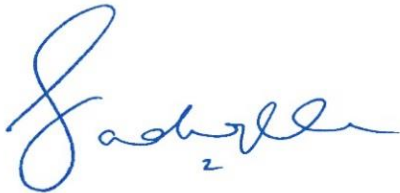
As you take the proposals forward, I would encourage you to consider:

- Setting clear ambitions and measurable targets around your planned work to tackle racial inequalities in access, experience and outcomes.
- Building on the analysis conducted for the NWL ICB Mental Health Strategy to ensure that planned service capacity is in line with a robust assessment of the need of the population served.
- In line with your commitments in the proposals, continuing to work with people with lived experience to co-produce, evaluate and continually improve services, particularly with groups that experience inequalities in the current service.
- Continued close engagement with social care services to develop integrated planning based on a shared understanding of access to services.

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In due course, I would like to understand how inequalities are changing under any new care model and would ask that you update my Senior Health Advisor, Tom Coffey, and Head of Health, Emma Pawson.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the name.

Sir Sadiq Khan
Mayor of London

Cc: Tom Kibasi, Chair, Central and North West London NHS Foundation Trust
Claire Murdoch OBE, Chief Executive, Central and North West London NHS Foundation Trust
Toby Lambert, Executive Director of Strategy and Population Health, North West London Integrated Care System
Cllr Concia Albert, Chair, Inner West London Mental Health Services Reconfiguration Joint Health Overview and Scrutiny Committee
Cllr Lucy Knight, Vice Chair, Inner West London Mental Health Services Reconfiguration Joint Health Overview and Scrutiny Committee
Dr Chris Streather, Medical Director, NHS England – London
Ali Parsons, Deputy Director – Service Integration, NHS England – London
Dr Michael Gill, Chair, London Clinical Senate
Geoff Alltimes, Independent Co-Chair, London Estates and Infrastructure Board