

MAYOR OF LONDON

Caroline Clarke

Regional Director for London
NHS England

Paul Najsarek

Chair
North Central London Integrated Care System

Frances O'Callaghan

Chief Executive Officer
North Central London Integrated Care System

Date: 24 March 2025

Dear Caroline, Paul and Frances,

Mayor of London's assessment of proposed changes to maternity and neonatal services in north central London.

Thank you for your collaboration following my initial recommendations about your proposed changes to maternity and neonatal services in north central London.

At my request, the Nuffield Trust has now applied my six tests framework to the decision-making business case for the proposals. I am sharing their independent analysis with you in advance of the ICB decision-making meeting on 25 March 2025. I trust that you will find this useful in guiding your next steps.

First, I would like to welcome the work that has been done that aligns with the recommendations I made in my last letter. This includes a new set of measures to reduce health inequalities, including tailored support for lone parents, homeless people and traveller communities; extensive engagement with groups at risk of experiencing health inequalities, including significant work with the Orthodox Jewish community; strengthened demand and capacity modelling; and progress in ensuring that services in north west London have the capacity to meet the additional demand that will result from the changes, particularly from the more deprived areas of Harlesden and Willesden.

I acknowledge that decisions to change maternity and neonatal services are challenging to make. As you take the proposals forward, I would encourage you to consider:


- Continued close engagement with community groups at risk of experiencing health inequalities to shape and monitor the new service model, particularly the most impacted groups that you have identified through your Integrated Impact Assessment.
- Monitoring maternity and neonatal outcomes by ethnicity and deprivation, as well as the experiences of staff by ethnicity, to measure and inform efforts to reduce inequalities.
- Closely monitoring projections of future demand and complexity to shape planned future capacity, given the inherent uncertainty and risks around these considerations.

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- Working with North West London Integrated Care System to monitor maternity and neonatal healthcare needs and outcomes among residents of Harlesden and Willesden.

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, Dr Tom Coffey, and Assistant Director for Health, Education and Youth, Jazz Bhogal.

Yours sincerely,

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

Sir Sadiq Khan
Mayor of London

Cc: Sarah Mansuralli, Chief Strategy and Population Health Officer and Interim Deputy Chief Executive, North Central London Integrated Care Board
Cllr Pippa Connor, Chair, North Central London Joint Health Overview and Scrutiny Committee
Karen Bonner, Chief Nurse, NHS England – London
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