

	Community and Wellbeing Scrutiny Committee 05 March 2025
	Report from Service Development Director CYP, CAMHS, Maternity and Neonates, North Central London ICB
Start Well – Update on the consultation outcome report for the proposed changes to maternity, neonatal, and children’s surgical services in North Central London	
Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Appendix A - NHS Start Well
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Anna Stewart Service Development Director, CYP, CAMHS, Maternity and Neonates NHS North Central London ICB anna.stewart3@nhs.net Chatan Popat Strategy Lead - Scrutiny, Strategy and Partnerships chatan.popat@brent.gov.uk

1.0 Executive Summary

- 1.1. North Central London Integrated Care Board (NCL ICB) and NHS England (London) Specialised Commissioning consulted on proposed changes to maternity, neonatal, and children’s surgical services from 11 December 2023 and 17 March 2024.
- 1.2. The report describes the reach and breadth of the public consultation, then sets out high-level themes, with a particular focus on responses from Brent residents. The report then details the work that has been undertaken since the closure of the public consultation.

2.0 Recommendation(s)

- 2.1 Note the update on the public consultation and consultation feedback from Brent residents.
- 2.2 Note next steps of the programme.

3.0 Detail

- 3.1 The programme developed a set of proposals to improve maternity and neonatal and children's surgical services in NCL and for those choosing to use services in NCL from neighbouring areas. The programme consulted on these proposals from 11 December 2023 to 17 March 2024.
- 3.2 The purpose of the briefing today is to:
 - Provide a reminder of the proposals and the background to the public consultation
 - Provide an overview the consultation process and outcomes, including the extent of engagement with Brent residents and stakeholders
 - Outline the work done to respond to the consultation feedback, including mitigations for the impact on Brent residents
 - Describe next steps, including the committee of notifying decision-making timelines

Contribution to Borough Plan Priorities & Strategic Context

This report relates to the Borough Plan Priority – a Healthier Brent.

3.3 Background

The Start Well Programme was initiated in 2021 to ensure maternity, neonatal, children and young people's services in NCL are set up to meet population needs and improve outcomes. The drivers for starting the work demonstrate that the programme is key to delivering against the ICS's duties around population health improvement and tackling inequalities.

Three Start Well proposals for change were consulted upon between 11 December 2023 and 17 March 2024: two around maternity and neonatal services, and the second on children's surgery. The consultation aimed to reach a wide range of residents, patients, staff and stakeholders gathering feedback on the proposed changes to services. The consultation focused on NCL residents, staff and service users and those from neighbouring areas who may choose to use NCL services. An interim integrated impact assessment identified Harlesden and Willesden residents as potentially impacted by the proposed changes to maternity and neonatal services and close attention was paid to engaging this area during the public consultation.

Responses to the public consultation were analysed by an independent organisation Opinion Research Services (ORS), and these reports were published on the ICB website in November 2024:

- <https://nclhealthandcare.org.uk/wp-content/uploads/2024/11/Start-Well-Consultation-on-Maternity-and-Neonatal-Services-in-NCL-ORS-Full-Report-NOV-FINAL.pdf>
- <https://nclhealthandcare.org.uk/wp-content/uploads/2024/11/Start-Well-Consultation-on-Childrens-Surgical-Services-in-NCL-ORS-Full-Report.pdf>

NCL ICB are taking feedback from the public consultation into consideration as they update the proposals and develop a decision-making business case for the maternity and neonatal proposed changes.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 Briefing with the Brent Community and Wellbeing Scrutiny Committee at the start of the consultation process.
- 4.2 The chair of the community and wellbeing scrutiny committee / NWL JHOSC attended the NCL JHOSC on 30 November 2023 which reviewed the consultation plan and discussed the approach to public consultation. He also attended a further session of the NCL JHOSC in July 2024 which outlined the interim findings from the consultation and proposed next steps.
- 4.3 Briefing for Leader, Cabinet members and chief officers, immediately prior to consultation launch.
- 4.4 In the first part of the public consultation there has been an all members briefing for all LB Brent councillors on the proposals, this was attended by ICB Executive leads from NCL and NWL, the programme team and clinical leaders from NCL and NWL.
- 4.5 Updates have been given at Brent Connects meetings in January 2024 in Harlesden, Willesden and Kilburn.
- 4.6 During consultation, letters inviting residents to participate in the consultation were sent to over 3,800 households in Harlesden and Willesden. Other engagement events included: drop-in events, 'stay and play' events, focus groups and 1:1 interviews. Other stakeholders were engaged through VCS organisations. There was also attendance at the Brent GP forum.

5.0 Financial Considerations

- 5.1 N/A

6.0 Legal Considerations

- 6.1 N/A

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Alongside the initial consultation documents, NCL ICB published an interim Integrated Impact Assessment (IIA) that explores the possible impact of both the maternity and neonatal proposals and children's services proposal. To support future decision making the IIAs will be updated with refreshed data and further mitigations reflecting the feedback from the consultation. The interim IIAs can be found on the NCL ICB website:

- Maternity and neonatal proposals interim IIA:
https://nclhealthandcare.org.uk/wp-content/uploads/2023/12/ALT-TEXT_Maternity-Neonates-IIA-1.pdf
- Children's services proposal interim IIA:
https://nclhealthandcare.org.uk/wp-content/uploads/2023/12/ALT-TEXT_Paediatric-Surgery-IIA-1.pdf

8.0 Climate Change and Environmental Considerations

8.1 Impact of the proposals on the environment have been captured through the interim IIA that was carried out. This will be updated as part of the IIA refresh.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 N/A

10.0 Communication Considerations

10.1 N/A

Report sign-off:

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