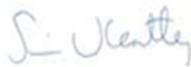


LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE North Central London Integrated Care Board Change Update	
REPORT OF Director of Place (West) North Central London Integrated Care Board	
FOR SUBMISSION TO Health and Adult Social Care Scrutiny Committee	DATE 24 th March 2026
<p>SUMMARY OF REPORT</p> <p>This report provides the Committee with a progress update on the proposed merger between the North Central London (NCL) and North West London (NWL) Integrated Care Boards (ICBs) and the development of the new West and North London Integrated Care Board.</p> <p>The Committee previously received an update on these proposals in December 2025. The accompanying presentation provides a further update on progress towards the merger, which is due to take effect on 1 April 2026, and outlines the emerging strategic priorities and operating model for the new organisation.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in preparation of this report</p> <p>Contact Officer: Simon Wheatley Director of Place (West) North Central London ICB 4th floor, Central Wing, 250 Euston Road, NW1 2PG simon.wheatley2@nhs.net</p>	
<p>RECOMMENDATIONS</p> <p>That the Committee note the report.</p>	

Signed: 
Simon Wheatley, Director of Place (West), NCL ICB

Date: 10th March 2026

1. Purpose of Report

- 1.1. This report provides the Committee with a progress update on the merger between the North Central London (NCL) and North West London (NWL) Integrated Care Boards (ICBs) and the development of the new West and North London Integrated Care Board.
- 1.2. The Committee previously received an update on these proposals in December 2025. The accompanying presentation provides a further update on progress towards the change, which is due to take effect on 1 April 2026, and outlines the emerging strategic priorities and operating model for the new organisation.
- 1.3. The report is presented to support the Committee's oversight of developments within the local health system and their potential implications for residents and partnership working with local authorities.

2. Background

- 2.1. Integrated Care Boards are responsible for planning and commissioning NHS services to improve population health and coordinate local health systems. In March 2025, NHS England asked ICBs to reduce running costs by around 50% and to refocus their role on strategic commissioning and system leadership.
- 2.2. Following this national direction, the Boards of NCL and NWL ICB agreed in July 2025 to merge into a single organisation. The new West and North London ICB will cover 13 boroughs, serving approximately 4.5 million residents and overseeing around £12 billion of health and care expenditure annually.
- 2.3. The report, included as Appendix A, summarises progress towards establishing the new ICB and outlines the national policy context shaping the future role of Integrated Care Boards. It highlights the shift towards a strategic commissioning model, with a stronger focus on population health, prevention and addressing health inequalities. An overview of what is included in Appendix A is provided in this report.

3. Establishing the New Organisation

- 3.1. Preparatory work is underway to establish the new West and North London ICB, including leadership appointments, organisational design and governance arrangements.
- 3.2. An interim Chief Executive has been appointed to support the transition and oversee the launch of the new organisation.
- 3.3. Recruitment is also taking place for members of the new Board, including Non-Executive and Partner Members representing NHS providers, primary care and local authorities.

4. Strategic Priorities

- 4.1. The new ICB will develop a system-wide strategy to guide commissioning and improve population health across West and North London.
- 4.2. Early areas of focus include:
 - Reducing health inequalities
 - Increasing investment in prevention and early intervention
 - Supporting people with the greatest health needs
 - Improving access to local and community-based services
 - Empowering residents to manage their health and wellbeing

5. Neighbourhood Health and Local Partnerships

- 5.1. Appendix A also outlines the developing neighbourhood health model across West and North London. Approximately 50 neighbourhoods are expected to operate across the system, each supporting integrated working between health, local authority and community partners. Each borough will have an 'integrator partnership' responsible for coordinating neighbourhood services and reporting into local borough partnerships.
- 5.2. Areas with more developed neighbourhood models will share learning with other areas as the approach develops.

6. Engagement and Stakeholder Feedback

- 6.1. Stakeholder engagement has taken place across the system to gather feedback on the proposed changes and the future direction of the new organisation.
- 6.2. This engagement has informed the emerging strategic priorities and will continue as the operating model and system strategy are further developed.

7. Next Steps

- 7.1. Next steps include finalising the merger arrangements ahead of the legal formation of the West and North London ICB on 1 April 2026, with recruitment to governance roles, and establishing the new organisational structure planned to be completed by summer 2026.

8. Finance Comments of the Director of Finance

- 8.1. The Director of Finance has been consulted on the contents of the report and has no comments to add to the report

9. Legal Comments of the Borough Solicitor

- 9.1. The Borough Solicitor has been consulted on the contents of this report and has no comment to make at this time.

10. Environmental Implications

10.1. There are no environmental implications.

11. Appendices

Appendix A – ICB Change Update

ENDS