NHS
Essex
Integrated Care Board

Meeting of the Essex Integrated Care Board

Thursday, 15 October 2026 at 2.00 pm to 4.00 pm

Southend Civic Centre, Committee Room 4A, Victoria Avenue, Southend on Sea, SS2 6ER

Part I Agenda

No	Time	Title	Action	Papers	Lead / Presenter	Page No
		Opening Business				
1.	2.00 pm	Welcome, opening remarks and apologies for absence	Note	Verbal	Prof. M Thorne	-
2.	2.01 pm	Register of Interests / Declarations of Interest	Note	Attached	Prof. M Thorne	3
3.	2.02 pm	Questions from the Public	Note	Verbal	Prof. M Thorne	-
4.	2.12 pm	Approval of minutes of the previous Part I meeting, 16 July 2026	Approve	Attached	Prof. M Thorne	5
5.	2.13 pm	Matters arising (not on agenda)	Note	Verbal	Prof. M Thorne	-
6.	2.14 pm	Action Log	Note	No outstanding actions	Prof. M Thorne	-
7.	2.15 pm	Chief Executive's report (including update from Exec Committee and Board Seminars)	Note	Attached	T Abell	20
8.	2.25 pm	Strategic [Board] Assurance Framework	Note	Attached	T Abell	52
		Shift to Neighbourhood Care & Health Inequalities				
9.	2.35 pm	Neighbourhood Health and Health Inequalities Assurance Report	Note	Attached	B Flowers	62
10.	2.45 pm	Neighbourhood Health Summary Report	Note	Attached	B Flowers	65
		Access and Outcomes				
11.	2.55 pm	Access and Outcomes Assurance Report	Note	Attached	S Goldberg N Hammond B Flowers	76
12.	3.00 pm	Winter Planning	Note	Attached	S Goldberg	78
		Commissioning, Quality & Resources				
13.	3.10 pm	Finance and Quality Assurance Report	Note		J Kearton N Hammond S Goldberg	196
14.	3.15 pm	Commissioning, Quality and Resource Summary Report & CQRC Escalation Report	Note	Attached	J Kearton N Hammond S Goldberg	197
15.	3.25 pm	Capital Resource Use Plan 2026/27	Note	Attached	J Kearton	213
		Trusted Partner				
16.	3.35 pm	Trusted Partner Assurance Report	Note		M Watson	230
17.	3.40 pm	Report from Audit Committee	Note	Attached	M Watson	232

No	Time	Title	Action	Papers	Lead / Presenter	Page No
18.	3.45 pm	General Governance:				
		18.1 Governance Report including Revised Terms of Reference (Executive Committee) and updated Functions and Decisions Map	Approve	Attached	Prof. M Thorne	236
		18.2 New and Revised Policies	Note	Attached	Prof. M Thorne	248
		Closing Administration				
19.	3.53 pm	Approved Committee minutes	Note	Attached	Prof. M Thorne	251
20.	3.55 pm	Chairs Key Issues / Escalations Report	Discuss	Verbal	Prof. M Thorne	-
21.	3.57 pm	Effectiveness of Meeting	Discuss	Verbal	Prof. M Thorne	-
22.	3.59 pm	Any Other Business	Note	Verbal	Prof. M Thorne	-
23.	4.00 pm	Date and time of next Part I Essex Integrated Care Board meeting: Thursday, 21 January 2027, at 2.00pm, Jubilee Suite, Hartswood Pavilion, King George's Playing Fields, Ingrave Road, Brentwood, CM13 2FD	Note	Verbal	Prof. M Thorne	-

Essex Integrated Care Board
Register of Board Members' Interests - October 2026

First Name	Surname	Job Title / Current Position	Declared Interest (Name of the organisation and nature of business)	Financial	Non-Financial Professional Interest	Non-Financial Personal Interest	Is the interest direct or indirect?	Nature of Interest	From	To	Actions taken to mitigate risk
Tom	Abell	Chief Executive Officer	Nil				Direct				
Mark	Bailham	Non-Executive ICB Board Member	Enterprise Investment Schemes in non-listed companies in tech world, including medical devices/initiatives	x			Direct	Shareholder - non-voting interest	01/07/20	Ongoing	Will declare interest during relevant meetings or any involvement with a procurement process/contract award.
Mark	Bailham	Non-Executive ICB Board Member	Mid and South Essex Foundation Trust	x			Direct	Council of Governors - Appointed Member	01/10/23	Ongoing	Will declare interest during relevant meetings or any involvement with a procurement process/contract award.
Mark	Bailham	Non-Executive ICB Board Member	Cambridgeshire and Peterborough Foundation Trust	x			Direct	Non-Executive Director	October 2025	Ongoing	Will declare interest during relevant meetings
Jo	Churchill	Non-Executive ICB Board Member	Norfolk and Waveney Univeristy Hospitals Group	x			Direct	Non Executive Director	Dec 2025	Dec 2028	To declare this interest as necessary so that appropriate arrangements can be made if required.
Jo	Churchill	Non-Executive ICB Board Member	CCRH and CH				Direct	Ambassador	Aug 2025	Ongoing	To declare this interest as necessary so that appropriate arrangements can be made if required.
Alex	Green	ICB Board Partner Member (Essex Partnership University Foundation Trust)	TBC								
Natalie	Hammond	Interim Executive Chief Nurse	AquaKare			x	Indirect	Potential Interest - Spouse is business owner	2005	Ongoing	Business does not commission with NHS. Driven by insurance claims.
Mark	Harvey	ICB Board Partner Member (Southend City Council)	Southend City Council	x			Direct	Employed as Executive Director, Adults and Communities		Ongoing	Interest to be declared, if and when necessary, so that appropraite arrangements can be made to manage any conflict of interest.
Neha	Issar-Brown	Non-Executive ICB Board Member	Queen's Theatre Hornchurch (QTH)			x	Direct	Trustee - QTH often works with local volunteer sector including Healthwatch, social care sector for various community based initiatives, which may or may not stem from or be linked to NHS (more likely BHRUT than MSE).		Ongoing	Info only. No direct action required.
Neha	Issar-Brown	Non-Executive ICB Board Member	Independent Consultancy	x			Direct	Independent Consultancy contracts, including with other management consultancy firms (such as Deloitte, EY, etc.) on (predominantly international) research, innovation, early careers development, and R&D strategies. No contracts undertaken with any direct or indirect overlap with NHS/MSE/constituent Trusts/providers or consultancy firms (that I am aware are engaged with the system) to avoid conflict.	June 2023	Contract based and time limited	Info only. No direct action required.
Neha	Issar-Brown	Non-Executive ICB Board Member	British Pharmacological Society (BPS) BPS Assessments (BPSA)	x			Direct	British Pharmacological Society (BPS) - CEO & BPS Assessments (BPSA) - Managing Director The UK's primary learned society for pharmacologists, concerned with research into drugs and their mechanisms. Members work in academia, industry, regulatory agencies, and the health services, and many are medically qualified. BPSA is the learning and assessment arm of the BPS - it works to improve prescribing skills among medical and non-medical prescribers. BPSA works collaboratively in UK and globally to understand local prescribing needs and practice, to deliver tailored training.	December 2025	Ongoing	Info only. No direct action required at present.
Jennifer	Kearton	Executive Director of Finance and Commercial	Colchester Weightlifting Limited			x	Direct	Director	01/10/24	Ongoing	No conflict anticipated. To declare as appropriate.
Thomas	Lafferty	ICB Board Partner Member (Princess Alexandra Hospital Trust)	Princess Alexandra Hospital NHS Trust				Direct	Chief Executive			
Thomas	Lafferty	ICB Board Partner Member (Princess Alexandra Hospital Trust)	Passmore School Academy				Direct	Board Member			
Thomas	Lafferty	ICB Board Partner Member (Princess Alexandra Hospital Trust)	TWL Associates Limited				Direct	Director and Owner			
Sarah	Muckle	ICB Board Partner Member (Essex County Council)	Essex County Council	x			Direct	Director of Wellbeing Public Health & Communities	24/04/25	Ongoing	To declare this interest as necessary so that appropriate arrangements can be made if required.
Dr Ian	Perry	ICB Board Partner Member (Primary Care)	Maynard Court Surgery NHS	x			Direct	GP Partner	Apr-2014	Ongoing	Will declare an interest in any matter relating to the organisation and will not participate in related discussions, decision-making, procurement, or financial authorisation where a conflict exists.
Dr Ian	Perry	ICB Board Partner Member (Primary Care)	Epping Forest North PCN		x		Direct	Member	Jul-2019	Ongoing	Will declare an interest in any matter relating to the organisation and will not participate in related discussions, decision-making, procurement, or financial authorisation where a conflict exists.
Dr Ian	Perry	ICB Board Partner Member (Primary Care)	Stellar Healthcare GP Provider	x			Direct	Shareholder	Apr-2015	Ongoing	Will declare an interest in any matter relating to the organisation and will not participate in related discussions, decision-making, procurement, or financial authorisation where a conflict exists.