

Extra-Ordinary Meeting of the Mid and South Essex Integrated Care Board

Thursday, 16 October 2025 at 12.30 pm – 1.30 pm

Via MS Teams Webinar (and recorded)

Part I Agenda

No	Time	Title	Action	Papers	Lead / Presenter	Page No
Opening Business						
1.	12.30pm	Welcome, opening remarks and apologies for absence	Note	Verbal	Prof. M Thorne	-
2.	12.31pm	Register of Interests / Declarations of Interest	Note	Attached	Prof. M Thorne	2
3.	12.32pm	Questions from the Public	Note	Verbal	Prof. M Thorne	-
Items for Decision / Non-Standing Items						
4.	12.42pm	Transitional Governance	Approval	Attached	Prof. M Thorne	6
Standing Items						
5.	1.25pm	Any Other Business	Note	Verbal	Prof. M Thorne	-
6.	1.30pm	Date and time of next Part I Board meeting: To be confirmed.	Note	Verbal	Prof. M Thorne	-

Mid and South Essex Integrated Care Board
Register of Board Members' Interests - October 2025

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								
Anna	Davey	ICB Partner Member (Primary Care)	Coggeshall Surgery Provider of General Medical Services	x			Direct	Partner in Practice	09/01/17	Ongoing	I will not be involved in any discussion, decision making, procurement or financial authorisation involving the Coggeshall Surgery or Edgemead Medical Services Ltd
Anna	Davey	ICB Partner Member Primary Care)	Colne Valley Primary Care Network	x			Direct	Partner at The Coggeshall Surgery who are part of the Colne Valley Primary Care Network - no formal role within PCN.	01/06/20	Ongoing	I will declare my interest if at any time issues relevant to the organisation are discussed so that appropriate arrangements can be implemented and will not participate in any discussion, decision making, procurement or financial authorisation involving the Colne Valley PCN.
Anna	Davey	ICB Partner Member (Primary Care)	Mid and South Essex Integrated Care Board	x			Direct	Employed as a Deputy Medical Director (Engagement).	April 2024	Ongoing	I will declare my interest if at any time issues relevant are discussed so that appropriate arrangements can be implemented
Joseph	Fielder	Non-Executive ICB Board Member	Four Mountains Limited	x			Direct	Director of Company - provides individual coaching in the NHS, predominantly at NELFT and St Barts	01/05/17	Ongoing	No conflict of interest is anticipated but will ensure appropriate arrangements are implemented as necessary.
Joseph	Fielder	Non-Executive ICB Board Member	North East London Foundation Trust	x			Indirect	Partner is NELFT's Interim Executive Director of Operations for North East London (Board Member).	01/03/19	Ongoing	I will declare my interest as necessary to ensure appropriate arrangements are implemented.
Joseph	Fielder	Non-Executive ICB Board Member	Cera	x			Indirect	Son (Alfred) employed as Head of Revenue and Operations.	Jan 2023	Ongoing	No conflict of interest is anticipated, but declared for completeness and should Cera be considered within the system appropriate arrangements will be implemented.
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 appropriate arrangements can be made to manage any conflict of interest.
Matthew	Hopkins	ICB Board Partner Member (MSE FT)	Mid and South Essex Foundation Trust	x			Direct	Chief Executive	01/08/23	Ongoing	Interest to be declared, if and when necessary, so that appropriate 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	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.
Jennifer	Kearton	Chief Finance Officer	Colchester Weightlifting Limited			x	Direct	Director	01/10/24	Ongoing	No conflict anticipated. To declare as appropriate.
Siobhan	Morrison	Interim Chief People Officer	Provide CIC	x			Direct	Group Chief People Officer	Jan 2021	Ongoing	Interest will be declared if at any time issues relevant are discussed, so that appropriate arrangements can be implemented.
Siobhan	Morrison	Interim Chief People Officer	Provide Care Solutions Limited	x			Direct	Director	Nov 2021	Ongoing	Interest will be declared if at any time issues relevant are discussed, so that appropriate arrangements can be implemented.
Siobhan	Morrison	Interim Chief People Officer	Provide Equipment Hub Limited	x			Direct	Director	Mar 2024	Ongoing	Interest will be declared if at any time issues relevant are discussed, so that appropriate arrangements can be implemented.
Siobhan	Morrison	Interim Chief People Officer	MSE Community Collaborative	x			Direct	Member	Jan 2021	Ongoing	Interest will be declared if at any time issues relevant are discussed, so that appropriate arrangements can be implemented.
Sarah	Muckle	ICB 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.
Robert	Persey	ICB Partner Member (Thurrock Council)	Thurrock Council	x			Direct	Interim Executive Director of Adults and Health		Ongoing	To declare this interest as necessary so that appropriate arrangements can be made if required.
Paul	Scott	ICB Partner Member (Essex Partnership University Foundation (Trust)	Essex Partnership University NHS Foundation Trust	x			Direct	Chief Executive Officer	01-Jul-23	Ongoing	I will declare this interest as necessary so that appropriate arrangements can be made if required.
Paul	Scott	ICB Partner Member (Essex Partnership University Foundation (Trust)	Integrated Leadership Coaching Limited	x			Direct	10% share holder	Aug 2024	Ongoing	I will declare this interest as necessary so that appropriate arrangements can be made if required.
Paul	Scott	ICB Partner Member (Essex Partnership University Foundation (Trust)	Carradale Futures		x		Direct	Non Remunerated Non Executive Director	Jan 2024	Ongoing	I will declare this interest as necessary so that appropriate arrangements can be made if required.

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Matthew	Sweeting	Executive Medical Director	Mid and South Essex Foundation Trust			x	Direct	Part Time Geriatrician - hold no executive or lead responsibilities and clinical activities limited to one Outpatient clinic a week and frailty hotline on call.	01/04/15	Ongoing	Any interest will be declared if there are commissioning discussions that will directly impact my professional work. I will liaise with CEO or Chair, as appropriate, for mitigations. These could include removal from said discussions, not voting on any proposals or nominating a deputy. For sign off of commissioning budgets, if a conflict arises, I will delegate to the CFO.
Mike	Thorne	ICB Chair	Nil								Nil
Giles	Thorpe	Executive Chief Nurse	Essex Partnership University NHS Foundation Trust	x			Indirect	Husband is the Associate Clinical Director of Psychology - part of the Care Group that includes Specialist Psychological Services, including Children and Adolescent Mental Health Services and Learning Disability Psychological Services which interact with MSE ICB.	01/02/20	Ongoing	Interest will be declared as necessary so that appropriate arrangements can be made if and when required.
George	Wood	Non-Executive ICB Board Member	Nil								

Mid and South Essex Integrated Care Board - Register of Interests
of Regular Attendees at Board meetings - October 2025

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Mark	Bailham	Associate Non-Executive 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	Associate Non-Executive 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.
Joanne	Cripps	Executive Director of System Recovery	Lime Academy Trust (education)			x	Indirect	Chair of Governors for Ravensbourne School, Romford	June 2023	Ongoing	No conflict is anticipated.
Joanne	Cripps	Executive Director of System Recovery	Thrive Health Hubs			x	Indirect	Family member employed by Thrive Health Hubs	July 2025	Ongoing	No conflict is anticipated. However, I will keep any related information confidential and will not be involved in any decision-making with regards to this organisation.
Daniel	Doherty	Alliance Director (Mid Essex)	North East London Foundation Trust	x			Indirect	Spouse is a Community Physiotherapist at North East London Foundation Trust		Ongoing	There is a potential that this organisation could bid for work with the CCG, at which point I would declare my interest so that appropriate arrangements can be implemented
Daniel	Doherty	Alliance Director (Mid Essex)	Active Essex		x		Direct	Board member	25/03/21	Ongoing	Agreed with Line Manager that it is unlikely that this interest is relevant to my current position, but I will declare my interest where relevant so that appropriate action can be taken
Samantha	Goldberg	Executive Director of Performance and Planning	Mid and South Essex Foundation Trust			x	Direct	Substantively employed at Mid and South Essex Foundtion Trust - seconded to ICB role	13/01/25	Ongoing	Where there is a conflict of interest on formal agenda items/discussions, will vacate the meeting to protect discussions/decisions.
Claire	Hankey	Director of Communications and Partnerships	Hethersett Parish Council			x	Direct	Parish Councillor	20/01/25	Ongoing	No conflict of interest is anticipated. Interest will be declared, if necessary, to ensure appropriate arrangements are implemented.
Emily	Hough	Executive Director of Strategy & Corporate Services	Brown University		x		Direct	Holds an affiliate position as a Senior Research Associate	01/09/23	Ongoing	No immedicate action required.
Emily	Hough	Executive Director of Strategy & Corporate Services	Breaking Barriers Innovation	x	x		Indirect	Close family member works for BBI.	Oct 2024	Ongoing	Will declare an interest in meeting if a relevant conflict arises and withdraw if appropriate.
Rebecca	Jarvis	Alliance Director (South East Essex)	Nil								
Aleksandra	Mecan	Alliance Director (Thurrock)	Director of own Limited Company - Mecando Limited	x			Direct	Potential Financial/Director of own Limited Company Mecando Ltd	2016	Ongoing	Company ceased activity due to Covid-19 pandemic currently dormant; if any changes occur those will be discussed with my Line Manager
Aleksandra	Mecan	Alliance Director (Thurrock)	Director of own Limited Company Matthew Edwards Consulting and Negotiations Ltd	x			Direct	Potential Financial/Director of own Limited Company Matthew Edwards Consulting and Negotiations Ltd	2021	Ongoing	Company currently dormant; if any changes occur those will be discussed with my Line Manager
Geoffrey	Ocen	Associate Non-Executive Member	The Bridge Renewal Trust; a health and wellbeing charity in North London		x		Direct	Employment	2013	Ongoing	The charity operates outside the ICB area. Interest to be recorded on the register of interest and declared, if and when necessary.
Shahina	Pardhan	Associate Non Executive Member	Anglia Ruskin University, Cambridge	x			Direct	Professor and Director of the Vision and Eye Research Institute (Research and improvements in ophthalmology pathways and reducing eye related health inequality - employed by Anglia Ruskin University	31/03/23	Ongoing	Interest will be declared as necessary so that appropriate arrangements can be made if and when required.
Shahina	Pardhan	Associate Non Executive Member	Anglia Ruskin University, Cambridge	x			Direct	Director of Centre for inclusive community eye health. Lead for Grant to Anglia Ruskin University to improve eye health, prevent eye disease and reduce eye health inequality in mid and south Essex	01/05/23	01/04/27	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Shahina	Pardhan	Associate Non Executive Member	Various Universities	x				PhD Examiner	01/03/01	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Shahina	Pardhan	Associate Non Executive Member	Various grant awarding bodies UK and overseas		x		Direct	Grant reviewer	01/03/01	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Shahina	Pardhan	Associate Non Executive Member	Visionary (Charity)		x		Direct	Trustee	20/04/22	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Shahina	Pardhan	Associate Non Executive Member	Cambridge Local Optical Committee	x			Indirect	Partner is a Member	2015	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.

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Shahina	Pardhan	Associate Non Executive Member	Various optometry practices in Cambridge and Peterborough (not MSE)	x			Indirect	Partner works as anOptometrist	10/09/01	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Shahina	Pardhan	Associate Non Executive Member	Anglia Ruskin University, Cambridge	x			Indirect	Partner works as a Research Optometrist	10/01/09	Ongoing	Will declare this interest as necessary so that appropriate arrangements can be made if/when required.
Michael	Watson	Executive Director of Corporate Services	Nil								

Transitional Governance and Due Diligence

Extra-Ordinary Board meeting 16 October 2025

Background 1

- Approval for proposed Essex ICB on 1 April 2026
- NHSE expectation to work as Essex (as far as possible) from 1 October
- Proposed Joint Committee and sub-committees
- Approval of governance at pace
- Consideration of proposal at Board Seminar on 18 September 2025
- Due diligence arrangements in place preparing to close down MSE ICB and create a new ICB across the Essex geography



Background 2

- Regional Memorandum of Understanding approved.
- Regional Data Sharing Agreement approved.
- Essex Joint Committee to be established through approval of Terms of Reference (TOR) (governance / delegation arrangements appendix), amendments to Schemes of Reservation and Delegation.
- TORs for sub-committees



HWE, MSE and SNEE to delegate assurance and oversight relating to Essex from Finance & Performance and Quality Committees to Joint Committees.

Further delegations may follow.

MSE sub-committees may continue to meet where needed to transact operational business relating to MSE for example the delivery of the MSE financial control total.

Sovereign Boards continue to meet / SNEE&HWE could meet in common with clustering ICBs



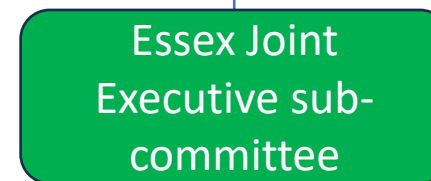
Remuneration and Audit Committees can meet in common where appropriate / necessary

Reporting back to Sovereign Boards

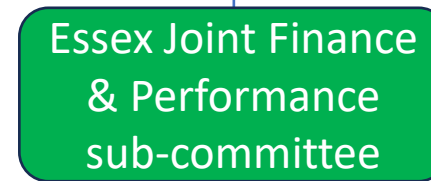
Delegated assurance and Oversight for Essex



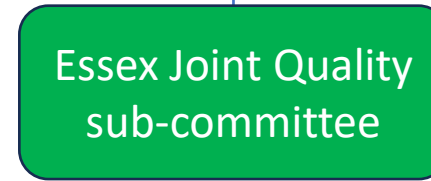
GE JC to meet with delegated decision making from each ICB and receiving assurances from sub-committees below



Delegated financial decisions relating to Essex up to £5m



Delegated financial decisions relating to Essex between £5m-£10m



Delegated Board responsibilities for Essex wide geography, including financial decisions relating to Greater Essex exceeding £10m

Principles: - Decisions outside of the Essex geography discussed and approved by SNEE / HWE separately before formal Joint Committee approval.
- Decisions made affecting the SNEE/HWE control total must also be made by those sovereign organisations alongside formal Joint Committee approval

Scope

Initial Scope

- 26/27 Planning – development of 5-year Strategy and 5-year Commissioning Plan
- Transition to a proposed Essex ICB
- Contract Management
- Procurement
- Performance Management
- Quality and Safety
- Financial Performance
- Mental Health
- Learning Disabilities (all elements)
- Children and Young People (all elements)
- Special Education Needs and Disabilities (all elements)



Membership

Essex Joint Committee proposed membership

- Chair
- Chief Executive Officer, MSEICB
- Executive Director of Finance and Commercial, MSEICB
- Executive Director of Nursing, MSEICB
- Executive Medical Director, MSEICB
- SNEE Executive Representative
- HWE Executive Representative
- Local Authority Representatives (one each from Southend, Essex, Thurrock)
- Primary Care representative/s (one from each HWE, MSE, SNEE)
- Three non-executive members (one from each HWE, MSE, SNEE)



Matters for future consideration

- How Place / Alliance / HCP governance interfaces with this structure
- Primary Care – assumed to remain with sovereign orgs, what structures needed to align
- People and Digital Boards- cover Essex footprint?
- Arrangements and membership for sub-committees
- Decision-making tied to geographies wider than Essex



Staffing

- List of roles for transfer from North East and West Essex are being prepared and verified.
- This will enable informal discussions (led by employing organisation) with affected staff.
- Executives will then work together to specify arrangements for staff in advance of TUPE to ensure the ICB is able to deliver planning requirements and preparation for the new ICB.
- MSEICB is considering a phased approach to restructure so as to enable the organisation to commence the transition to strategic commissioning.



Recommendations

- Approve the establishment of the Essex Joint Committee and associate sub-committees, noting that arrangements for delegation will develop further over time.
- Approve the TOR of the Essex Joint Committee
- Approve the revised Scheme of Reservation and Delegation
- Approve the TORs of the sub-committees



Due Diligence



Due Diligence Assurance Arrangements

- Proposed Essex ICB Due Diligence (DD) programme governance in place (see slides 19 and 20).
- ICB Leads identified against all DD areas within the national checklist.
- Essex Transition plan in place that includes actions outside of the checklist.
- Dedicated NHSE lead to support queries / community practice events and checkpoint meetings.
- Executive Director System Recovery MSEICB identified as SRO to oversee the Transition process, providing fortnightly progress briefings to ICB Executive, with support from the Central Programme Management Office to ensure all national and local deadlines are met.
- Fortnightly MSE ICB DD Leads meetings held to review progress against plans and support escalation of issues internally and up to NHSE where necessary.
- Fortnightly DD workstream leads meetings held with MSE ICB, SNEE and HWE leads and updates reporting into the MSE ICB DD meeting.
- Fortnightly Essex DD Leads meetings held with SNEE, HWE and Norfolk and Waveney ICBs to support consistency of approach and reduce duplication of effort.
- Monthly Checkpoint meetings held with NHSE to provide updates and assurance that ICBs are on track with national timeframes.
- All NHSE deadlines have been complied with to date and on track for future deadlines.
- Risks and issues reviewed as a standing item and support provided to mitigate these.



NHSE Checkpoint Assurance Meetings



15 October 2025 - Checkpoint 1: Confirm that a merger programme plan is in place including a high level due diligence plan.



7 January 2026 - Checkpoint 2: Ensure each ICB with boundary changes provide evidence to the regional team in the form of draft staff and property schedules



18 February 2026 - Checkpoint 3: Ensure ICBs on target to complete due diligence exercise and to compile a comprehensive staff list, and for those ICBs impacted by boundary changes they are also on target to compile a comprehensive property list(s)



18 March 2026 - Checkpoint 4: Confirmation from ICB CEO, with a copy to NHSE's Regional Director, that due diligence processes have been completed

For Information Only

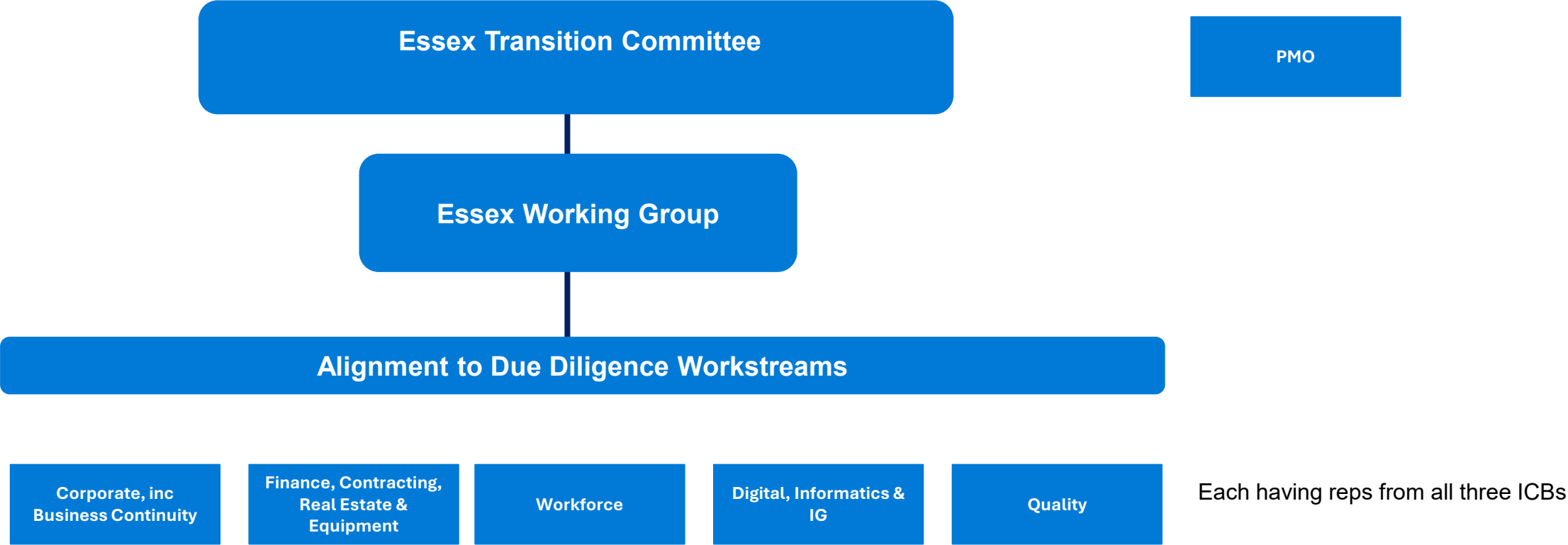


Review of Transitional Governance Proposal

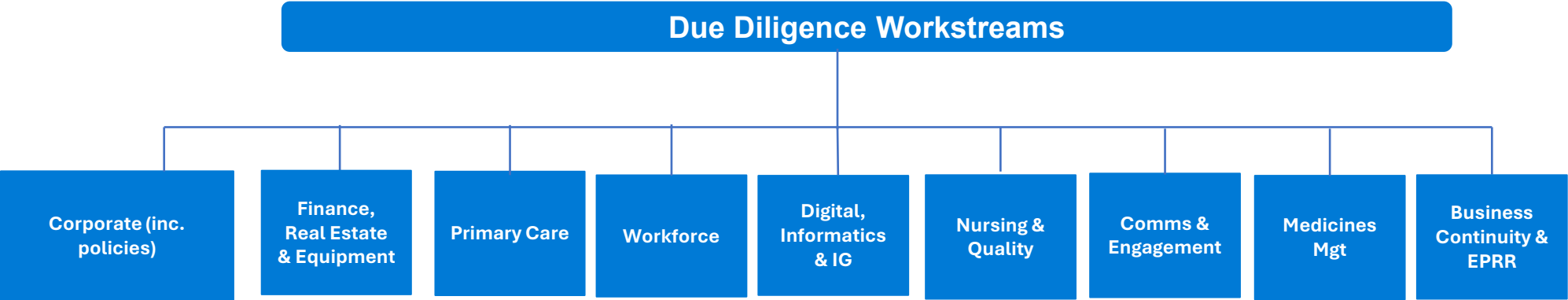
- Working groups led discussion across key themes:
 - Strategic and governance
 - Operational Implementation
 - Performance, Quality and Finance
 - Legal and Data Governance
 - Future Planning and Strategic Alignment
- Informal Board discussions with some issues outstanding which may have to be addressed as and when issues arise.
- Previous experience of merger 5 CCGs to 1 ICB



Due Diligence Programme Governance



Due Diligence Process



End

www.midandsouthessex.ics.nhs.uk