

**Trust Board of Directors
Report Summary**

Date of Meeting: 8 January 2026	
Title of Document: Board Briefing – covering Mid and South Essex Integrated Care Board (ICB) and Suffolk and North East Essex ICB.	
To be presented by: Mr Adrian Marr, Interim Chief Executive	Author: Anthony May, Associate Director – Governance, Risk and Compliance
1. Status: For Information and Assurance	
2. Purpose: <p>This report provides a summary of recent Board meetings of the local ICBs. Commencing 2 November 2025, this standing report was expanded to provide a summary of Mid and South Essex (MSE) ICB Board meetings, in addition to a summary of Suffolk and North East Essex (SNEE) ICB Board meetings. This enables the Trust Board to consider the work of both systems ahead of formal ICB boundary reorganisation. From 1 April 2026, these organisations are due to be reorganised and become part of the larger, newly established ICBs: Essex ICB, and Norfolk and Suffolk ICB, respectively.</p> <p>The Trust Board is invited to note that the following ICB Board meetings have taken place:</p> <ul style="list-style-type: none"> • MSE ICB met on 20 November 2025. • SNEE ICB met on 25 November 2025. <p>Key matters discussed at those meetings are summarised within the body of this report.</p>	
Relates to:	
Strategic Objective	All
Operational performance	
Quality and equality impact	No quality or equality impacts have been identified specifically arising from this report; it reports on local ICB Board meetings.
Legal/Regulatory/Audit	
Finance	
Governance	
NHS policy/public consultation	

Accreditation/inspection	
Anchor institutions	
ICS/ICB/Alliance	Provides a summary of local ICB Board meetings
Board Assurance Framework (BAF) Risk	BAF1: Partnership working
Other	

3. Summary:

The Board is invited to note the following summary of key matters considered at the meeting of the MSE ICB Board held on [20 November 2025](#):

- Standing Items:
 - Chief Executive's Report, a written report provided an update on key issues, progress and priorities.
 - Quality Report, providing assurance through presentation of a summary of the key issues in relation to regulatory oversight of providers, and national changes to the provision of ICB-led services in maternity/neonatal care and statutory functions following the publication of national guidance.
 - Finance & Performance Report, providing an overview of the financial performance of the ICB and broader partners in the MSE system (at month 6), and the current position against NHS constitutional standards.
 - Primary Care and Alliance Report, an update on the development of services by the Alliance teams including the Primary Care Team.
- General Governance: ICB Board Assurance Framework – providing ICB strategic risks and a summary of risks from their main provider's (MSE FT and EPUT) Board Assurance Frameworks; New and Revised Policies; Approved Committee minutes.

The Board is invited to note the following summary of key matters considered at the meeting of the SNEE ICB held on [25 November 2025](#):

- Heart of Greenstead Project Update – a verbal presentation providing an update to the Board on this Colchester based regeneration programme. This followed a detailed presentation provided to the ICB Board in May 2025.
- National Neighbourhood Health Implementation Programme – a report updating the Board on the priorities of the National Neighbourhood Health Implementation Programme and outlining the next steps in its scoping and implementation.
- Winter Plan Update – a report providing an update on winter preparedness following approval and assurance of the System's Winter Plan.
- Suffolk and North East Essex Learning from Lives and Deaths (LeDeR) of people with a learning disability and autistic people [Annual Report 2024-2025](#)
- ICB Work and Health Strategic Plan – Fit for Work, Fit for Life – presented to the Board for approval. The strategy outlines how the ICB will lead the system to:

- improve population health, by addressing the root causes of the health needs that impact a person's ability to work; increasing healthy life expectancy and reducing the future number of people who could become economically inactive
 - Support people who are currently facing health barriers to being employed, providing personalised support programmes
 - Support employers and employees where a person is disabled or has a health need which impacts them at work, so that they can be well and remain employed.
- 2025 ICB Cost Reduction and Transition Programme Update – providing a summary of progress against the cost reduction and transition programme. Includes reference to the transition to three ICBs within the East of England region:
 - Norfolk and Suffolk ICB
 - Central East ICB
 - Essex ICB
 - Research in Primary Care – providing an update on primary care research activity in SNEE, as well as the current support provided by Norfolk and Waveney ICB for primary care research.
 - Green Plan – presented for approval, to meet the national requirement for all Trusts and systems to have a green plan published by end of November 2025.
 - Emergency Preparedness, Resilience, and Response Core Standards – provided for approval a summary of the individual provider self-assessments. All providers reported full compliance with the exception of Norfolk and Suffolk FT which reported 'partially compliant'.
 - Freedom to Speak Up (FTSU) Report – Q1 & Q2 2025-26 – providing an update on the FTSU arrangements for ICB and Primary care providers, and detailing the number of referrals made.
 - Medium Term Planning update – 2026/27 – requesting the Board endorse the approach being taken to develop the Integrated Needs Assessment, Population Health and Commissioning Strategy; and the Population Health Improvement Plan.
 - SNEE ICB Performance Report November 2025
 - Finance Report
 - Integrated Care Partnership Committee Update
 - General Governance: Governance Handbook and Constitution – requesting support to seek approval from NHS England regarding the changes to these key governance documents to support ICB transition arrangements; Board Assurance Framework; Committee minutes and highlight reports.

4. Recommendations / Actions

The Board is invited to receive and note this report.