



Health and Adult Social Care Overview and Scrutiny Committee

26 November 2025

NHS Kent and Medway Chief Executive Update

Report from: NHS Kent and Medway

Author: Adam Doyle, Chief Executive, NHS Kent and Medway

Summary

This paper provides the Committee with an update from the newly appointed Chief Executive of NHS Kent and Medway Integrated Care Board.

1. Recommendations

- 1.1. The Committee is asked to note the submission from the ICB, as set out at Appendix 1 to the report.

2. Budget and policy framework

- 2.1. Under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 the Council may review and scrutinise any matter relating to the planning, provision, and operation of the health service in Medway. In carrying out health scrutiny a local authority must invite interested parties to comment and take account of any relevant information available to it, and, in particular, relevant information provided to it by a local Healthwatch. The Council has delegated responsibility for discharging this function to this Committee and to the Children and Young People Overview and Scrutiny Committee as set out in the Council's Constitution.

- 2.2. Given that the re-procurement includes children's services this Committee still remains the responsible Committee to lead on the scrutiny of this in line with Committee's terms of reference set out at section 21.2 (c) of Charter 4, Part 5 of the Council's Constitution, which states: "The Health and Adult Social Care Overview and Scrutiny Committee will be the lead on scrutiny of health insofar as it relates to the transition between childhood and adulthood or where consultation by relevant NHS bodies or relevant health service providers bridge services for children and adults, with participation by representatives of the Children and Young People Overview and Scrutiny Committee when such matters are discussed.

3. Background

- 3.1. The new Chief Executive of NHS Kent and Medway ICB, Adam Doyle is presenting his first report to the Health and Adult Social Care Overview and Scrutiny Committee since his commencement in post from the middle of October. This is in the context of significant change and ongoing challenges within the NHS, both nationally and locally in Kent and Medway. In recent years, the NHS has undergone substantial structural reforms, including the establishment of Integrated Care Boards (ICBs) and the drive towards more integrated, partnership-based approaches to health and social care. For NHS Kent and Medway ICB, this has meant adapting to new statutory responsibilities, forging stronger collaborations with local authorities and partners, and responding to evolving national policy directives. The ICB is now undergoing a particularly significant period of change including purpose and size.
- 3.2. Locally, the health and care system continues to face pressures such as increased demand for services, workforce challenges, and the need to address health inequalities across diverse communities. Financial constraints remain a significant concern, with the ICB required to deliver substantial reductions in operating costs while maintaining the quality and accessibility of care. These pressures have been compounded by the ongoing recovery from the COVID-19 pandemic, which has had lasting impacts on service delivery and workforce resilience.
- 3.3. The submission from the ICB set out at Appendix 1 has been produced to provide a clear overview of the current context, highlight key developments, and inform decision-making as the ICB navigates these complex challenges. The background information presented here is intended to ensure that the report stands independently, offering sufficient context for readers who may not be familiar with the recent history or specific drivers behind the ICB's current priorities and actions.

4. Risk management

- 4.1. Risk management is a fundamental responsibility of the NHS and is embedded within the governance structures of the Kent and Medway Integrated Care Board (ICB). All risks identified in relation to the delivery of services, achievement of strategic objectives, or system transformation are managed in accordance with the ICB's Risk Management Strategy, which includes the maintenance of a Board Assurance Framework (BAF) and Corporate Risk Register (CRR). These frameworks ensure that risks are systematically identified, assessed, mitigated, and monitored, with clear lines of accountability and escalation.
- 4.2. However, effective risk management within an integrated care system (ICS) requires a collaborative approach. Recognising the interconnected nature of health and care delivery, the ICB is committed to sharing and discussing relevant risks with system partners, including local authorities, NHS providers, and the voluntary and community sector. This is achieved through established forums such as health and wellbeing boards, which provide a statutory

platform for joint working, strategic oversight, and the alignment of risk mitigation actions across organisational boundaries.

- 4.3. In addition to health and wellbeing boards, risks are regularly discussed at other partnership meetings and system-wide groups, ensuring that all partners are sighted on key risks and can contribute to their management. This approach supports transparency, shared accountability, and collective problem-solving, enabling the system to respond more effectively to complex challenges and deliver improved outcomes for the population of Kent and Medway.
- 4.4. The ICB will continue to review and update its risk management processes in line with national guidance and local priorities, ensuring that risks are not only managed within the NHS but also understood and addressed collaboratively with all ICS partners.

5. Climate change implications

- 5.1. The NHS fully recognises its responsibility for net zero and other statutory requirements and is working towards these.

6. Financial implications

- 6.1. There are no direct financial implications for the Council arising from this report.

7. Legal implications

- 7.1. There are no direct legal implications arising for the Council from this report.
- 7.2. The NHS Kent and Medway Integrated Care Board (ICB) is committed to ensuring that all activities and decisions are fully compliant with relevant legal and regulatory requirements. The ICB operates within a comprehensive statutory framework, including the Health and Care Act 2022, the NHS Constitution, and a range of regulations covering procurement, information governance, equality, and patient safety. Compliance with these legal obligations is fundamental to the delivery of safe, effective, and high-quality care.

Lead officer contact

Adam Doyle, Chief Executive, NHS Kent and Medway ICB

Appendices

Appendix 1 – submission from the Chief Executive of the Integrated Care Board.
Appendix 2 – reference documents

Background papers

None