



Serving You

Health and Adult Social Care Overview and Scrutiny Committee

13 October 2026

General Practice Improvement Plan

Report from: Sukh Singh, Commissioning Director - Primary, Community and Neighbourhood Care, Kent and Medway ICB

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Summary

This report and the accompanying appendices provide the Committee with an update on the evidence-led approach being taken by NHS Kent and Medway Integrated Care Board (ICB) to strengthen general practice in Medway.

1. Recommendation

- 1.1. The Committee is requested to note the ICB's submission, set out at Appendices 1 to 3 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.

3. Background

- 3.1. NHS Kent and Medway (the ICB) commissioned an independent review to improve the shared understanding of workforce and capacity pressures and to inform proportionate, locally response improvement support.
- 3.2. The review concluded that under-doctoring is a structural, geographically uneven and system-amplified issue rather than simply a shortage in general practitioner headcount. Effective capacity is shaped by full-time equivalent staffing, clinical complexity, workforce stability, supervision requirements,

population need, practice resilience, digital and estates constraints, and avoidable workload created at the interface with other services.

- 3.3. The ICB Board has therefore endorsed a 24-month General Practice Improvement Plan, attached at Appendix 2, providing a clear framework for moving from evidence to action. This provides visible organisational commitment to a universal core offer for all practices and Primary Care Networks (PCNs), targeted support where early pressure is identified, and enhanced locality action in high-need areas, including Medway. For Medway, the approach supports resilient general practice and the development of neighbourhood health, while allowing the detail, pace and scale of interventions to be shaped by local validation, engagement and available resources.
- 3.4. Full detail of the findings of the review, the ICB's response and the ICB's General Practice Improvement Plan are set out Appendices 1-3 of the report.

4. Risk management

- 4.1. There are no direct risks for the Council arising from this report.

5. Financial implications

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

6. Legal implications

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

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Appendices

Appendix 1 – Submission from the ICB

Appendix 2 – the Independent Review of Under Doctoring in Kent and Medway – March 2026

Appendix 3 – the ICB Board report on its response to the review

Background papers

None