



# Non-Executive Member

Central East Integrated Care Board

Candidate briefing pack

January 2026

# Welcome from the Chair

**Thank you for your interest in joining the Board of what will become Central East Integrated Care Board (ICB). I am pleased to invite applications for the role of Non-Executive Member, with a specific focus on chairing our Audit & Risk Committee, at a defining moment in the evolution of the NHS across England.**



From 1 April 2026, Central East ICB will formally bring together the existing Cambridge & Peterborough, Bedfordshire, Luton & Milton Keynes and Hertfordshire and West Essex ICBs into a single, larger statutory organisation, with West Essex becoming part of a wider Essex ICB.

This change reflects the national direction towards fewer, more resilient systems with the scale and capability to plan services effectively, manage resources responsibly, and improve health outcomes for increasingly diverse populations. With Jan Thomas appointed as our inaugural Chief Executive, we are building a leadership team with the experience and ambition to shape this next chapter.

The creation of Central East ICB presents both opportunity and challenge. By combining leadership, expertise and budgets across a wider geography, we aim to streamline care pathways, strengthen population health management, and work more effectively with local authorities, providers, the voluntary and community sector, and our citizens.

At the same time, the Board will need to oversee a complex transition, bringing together different organisational cultures and financial positions while maintaining operational stability, quality and safety in a highly pressured environment.

As a Non-Executive Member, you will share corporate accountability with fellow Board members for the full range of the ICB's statutory responsibilities. Candidates must be resident within the Central East catchment.

You will provide oversight and assurance on strategic commissioning, financial stewardship and organisational performance, while championing initiatives that reduce health inequalities, improve population health outcomes and support productivity and value for money. You will also play an important role in promoting openness, transparency and meaningful engagement with patients, communities and partners, and in supporting me as Chair to build an inclusive, constructive and effective Board culture. Additionally, you will represent Hertfordshire at the Neighbourhood Delivery Committee.

In addition, this role carries responsibility for chairing the Audit & Risk Committee. We are therefore seeking a highly qualified and experienced individual with recent, relevant financial expertise gained in a large and complex organisation, ideally supported by a professional financial qualification.

You will have operated at senior or board level and bring a strong working knowledge of audit, risk and assurance frameworks. Independence, sound judgement and personal integrity are essential, as is the confidence to lead robust, open and disciplined discussion, and to ask difficult questions in the interests of good governance and public accountability.

This is a rare opportunity to help shape a new system at scale, at a time of significant change for the NHS. If you are motivated by public service, bring the skills to provide challenge and support in equal measure, and are excited by the chance to influence the future of health and care across our region, I encourage you to apply.

If you would like to learn more, please contact James McLeod at our recruitment partners, Hunter Healthcare, on [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com) or by phone: 07842 424530

With best wishes,  
**Robin Porter**  
 Chair Designate  
 Central East Integrated Care Board



# About us

**In March 2025 the Government asked Integrated Care Boards (ICBs) to cut running costs by 50%.**

As part of the plan to achieve the reduction of costs, three ICBs are coming together to form a new, larger ICB which will be called 'Central East ICB'.

The three ICBs – covering Cambridgeshire & Peterborough, as well as Bedfordshire, Luton and Milton Keynes, and Hertfordshire – have begun working together more closely with a new leadership team from 1 October 2025 to lead their staff through the transition, and a new Chair.

## THE NEW CENTRAL EAST ICB COMPRISES:

1. Cambridgeshire & Peterborough
2. Bedfordshire, Luton & Milton Keynes
3. Hertfordshire



# Mission, vision and values



## Our mission:

To improve population health, reduce health inequalities, and make sure that every pound of taxpayer's money delivers maximum value.



## Our vision:

To set the nationwide standard for integrated care that is responsive and effective, using our data to target interventions, manage clinical and financial risk, and improve outcomes.



## Our values:

### Compassion:

Supporting our people with empathy and patience.

### Curiosity:

Remaining open minded and championing innovation.

### Integrity:

Doing the right thing, even when it's hard. Prioritising honesty, transparency, and accountability.





# Our strategic priorities

**As a new strategic commissioner, our work will now be shaped by three strategic priorities, and grounded in the guiding question: what will best serve our population?**

## **PRIORITY 1: DELIVER ON OUR PROMISES AND LAY THE FOUNDATIONS FOR THE FUTURE**

We will meet our core operational commitments while investing in a small number of high-impact programmes that will shape the future of care. These focus on the areas where need and inequality are greatest, including mental health (especially children and young people), heart disease, cancer, respiratory illness, and care for people with frailty or advanced illness. Alongside this, we will continue to ensure good value and performance across all other services through strong day-to-day management.

## **PRIORITY 2: BUILD A WORLD-CLASS PAYER AND COMMISSIONING FUNCTION**

We will develop a modern, effective commissioning and payer function that is focused on outcomes, value for money, and population needs. This means using strong data and digital tools, improving how we manage quality and demand, and strengthening our contracting so that we get the best possible outcomes for every pound spent.

## **PRIORITY 3: BECOME A TRUSTED AND INVESTABLE ORGANISATION FOCUSED ON PREVENTION AND LONG-TERM IMPACT**

We will build trust through consistent delivery and long-term thinking. Our focus will be on prevention, early intervention, and investment in services that reduce future demand and improve outcomes for our population. We will use robust financial and analytical approaches to guide decisions and will empower local partners to lead change where it has the greatest impact.



# Meet the team

## EXECUTIVE MEMBERS



**Jan Thomas**  
Chief Executive



**Sarah Stanley**  
Executive Clinical Director  
Total Quality Management



**Dr Fiona Head**  
Chief Medical Officer



**Kate Vaughton**  
Executive Director for  
Neighbourhood Health



**Sarah Griffiths**  
Executive Director  
Finance, Contracts and  
Resources



**Karen Barker**  
Executive Director  
Corporate Services &  
ICB Development



**Louis Kamfer**  
Executive Director  
Strategy, Planning and  
Evaluation



**Prof Natalie Hammond**  
Director of  
Safeguarding and  
Complex Care



**Maria Wogan**  
BLMK  
Director of  
Neighbourhood Health  
and Partnerships



**Pam Green**  
C&P  
Director of  
Neighbourhood Health  
and Partnerships



**Ed Knowles**  
Hertfordshire  
Director of  
Neighbourhood Health  
and Partnerships



**Emma Kriehn-Morris**  
Director of Finance



**Tania Marcus**  
Director of People  
and Culture



**Andrew Palmer**  
Director of Population  
Health, Analytics  
and Evaluation



**Stacie Coburn**  
Director of Contracts  
and Procurement

## NON-EXECUTIVE MEMBERS



**Robin Porter**  
Chair Designate



**Alison Borrett**  
Bedfordshire, Luton  
and Milton Keynes



**Dorothy Gregson**  
Cambridgeshire and  
Peterborough



**Sarah Hughes**  
Cambridgeshire and  
Peterborough



**Gurch Randhawa**  
Hertfordshire and  
West Essex



**Vineeta Manchanda**  
Bedfordshire, Luton  
and Milton Keynes





# Role description

**The Audit and Risk Committee is accountable to the Board and provides an independent and objective view of the ICB's compliance with its statutory responsibilities. The committee is responsible for arranging appropriate internal and external audit.**

The role of the committee is to seek assurance that financial reporting and internal control principles are applied, and to maintain an appropriate relationship with the auditors, both internal and external.

The Audit and Risk Committee provides advice to the board about the reliability and robustness of internal control processes. This includes the power to review the work of any other committee, including in relation to quality, and to provide assurance to the board with regard to internal controls.

This role shares the roles and responsibilities of the other non-executive members and in addition have responsibilities to:

- Provide leadership and vision to the committee to ensure that it is effective in its role and that robust internal control systems are in place and operating effectively;
- Bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions;
- Ensure the committee identifies key risks in implementing its strategy; determine its approach and attitude to providing effective oversight of those risks and ensure there are prudent controls to assist in managing risk;
- Set an integrated agenda relevant to the current operating environment, taking full account of the important strategic issues it faces and aligning with the annual planner for the board and other committees
- Build and maintain relationships with key audit committee stakeholders, such as the board chair, the chief executive, finance director and internal and external auditors, including regular meetings with each as part of the process of developing the agenda and preparing for each committee meeting;
- Lead and support a constructive dynamic within the committee, enabling grounded debate with contributions from all, ensuring the committee sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of the agenda
- Guard the committee's independence as a source of assurance to the board and lead the committee in establishing effective and ethical decision-making processes;
- Ensure that the committee receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the committee, the board and senior management;
- Ensure safeguards are in place to allow staff and other individuals, where relevant, to raise, in confidence, concerns about possible improprieties in matters of financial reporting and control, clinical quality, patient safety or other matters. These processes should also reassure individuals raising concerns that they will be protected from potential negative repercussions.
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures; and
- Oversee the professional development of the members and ensuring that they have the right information to perform their roles.



The Audit and Risk Committee Chair will also be appointed as the Conflicts of Interest Guardian. In collaboration with the ICB's governance lead, their role is to:

- Act as a conduit for members of the public and members of the partnership who have any concerns with regards to conflicts of interest;
- Be a safe point of contact for employees or workers to raise any concerns in relation to conflicts of interest;
- Support the rigorous application of conflict of interest principles and policies;
- Provide independent advice and judgment to staff and members where there is any doubt about how to apply conflicts of interest policies and principles in an individual situation;
- Provide advice on minimising the risks of conflicts of interest.

## PERSON SPECIFICATION

The Audit & Risk Committee Chair of the ICB Board, in addition to the general accountabilities above, will:

- Have recent, relevant financial expertise in a large and complex organisation, preferably with a financial qualification.
- Have experience operating at senior or board level.
- Have an excellent working knowledge of Audit & Risk Committee practices and risk management frameworks.
- Demonstrate independence and proactive leadership with confidence and integrity.
- Champion open, frank, and disciplined discussion and be prepared to ask difficult questions.
- Represent Hertfordshire at the Neighbourhood Delivery Committee
- Be resident within the Central East catchment.



# How to apply

The closing date for applications is **midnight on Sunday 22 February 2026**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees or the last six years of employment. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged.

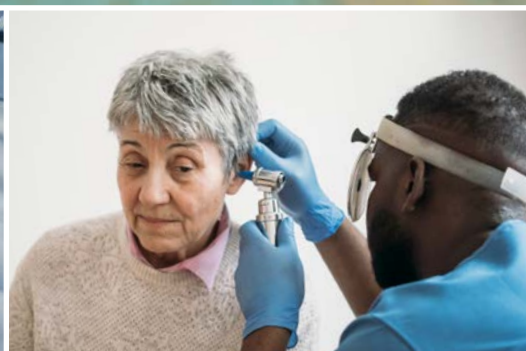
For an initial conversation about this role please contact our partners at Hunter Healthcare: Jenny Adrian by email: **jadrian@hunter-healthcare.com** or by phone: **07939 250362** or James McLeod by email: **jmcleod@hunter-healthcare.com** or by phone: **07842 424530**

## KEY DATES

<b>Application closing date</b>	22 February 2026
<b>Shortlisting</b>	w/c 23 February 2026
<b>Interviews</b>	w/c 2 or 9 March 2026







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