



Independent Reconfiguration Panel (IRP) 11 November 2025 meeting minutes

Published 24 March 2026

The meeting on 11 November 2025 was held in person.

Attendance

The members present were:

- Sir Norman Williams - Chair
- Simon Brake
- Tansi Harper
- Graham Jagger
- Rajesh Khanna
- Ann Lloyd
- David Stout
- Elaine Strachan-Hall
- Suzy Walton
- Andrea Young
- Christine Morgan
- Gordon Carlson

- Kate Denham
- Rob Ghosh

Also in attendance were:

- Richard Jeavons - IRP Chief Executive
- the IRP Secretariat

Welcome, declarations of interest and minutes of the previous meeting

The Chair welcomed new members Gordon Carlson, Kate Denham, Christine Morgan and Rob Ghosh to the meeting.

Member Simon Brake declared that he is involved in a review of the national rehabilitation centre run by Nottingham University Hospitals.

The minutes from the IRP meeting held on 8 July 2025 were formally approved, with one minor change highlighted.

Chair's update

The Chair updated members following the DHSC Senior Sponsors Meeting on 1 October 2025. The Chair provided an update on the progress of the Humber Acute Services reconfiguration call-in request - that the Secretary of State for Health and Social care was still considering whether to call-in the reconfiguration proposal following the IRP advice and broader evidence.

The Chair spoke about the meeting with the Minister of State for Health on 25 June 2025, where he raised the need to update the DHSC's 2024 statutory guidance on the ministerial intervention powers over the reconfiguration of NHS services.

The Chair updated on the government's spending review and arm's length bodies review. That while he had not received anything in writing officially confirming a position, ministers and officials in the Department of Health and Social Care (DHSC) remained supportive of the role of the IRP continuing as an independent source of advice on substantial changes to NHS services.

Members received an update on DHSC's appointment plans. The Chair reminded the Panel that 5 members are due to end their terms this year, in addition to the Chair. The IRP Secretariat and CEO have discussed a proposal with the DHSC sponsor team.

DHSC policy update

Jason Yiannikou, senior sponsor for the IRP in DHSC, joined the meeting for this item to present an update for members.

Jason provided updates on the implementation of the government's 10 Year Health Plan published on 3 July 2025 and plans to abolish NHS England, which will involve combining headquarters of NHS England and DHSC to create a smaller centre.

Jason also updated on some of the internal changes taking place in DHSC, including the new single joint executive team across DHSC and NHS England, announced on 18 September 2025, as part of the transition to one organisation.

Members discussed some of the benefits and challenges of the future architecture and proposed policy set out in the 10 Year health Plan, including the reinvention of NHS foundation trusts, introduction of integrated health organisations and modern service frameworks. Members raised a point about ensuring accountability for patients and that patients should always be at the centre.

Members discussed the direction of travel for NHS England reconfigurations and the ministerial intervention powers and noted that the powers had not yet been used since their introduction in January 2024.

NHS England guest speakers

Overview of themes which may impact reconfiguration activity in the medium term

The Chair introduced:

- Dr Mark Hendy, Director of System Assurance and Regulation, System Architecture, NHS England
- Zoe Fiander, Assistant Director, System Assurance and Regulation, NHS England
- Ali Parsons, Head of Service reconfiguration NHS England London Region

NHS England colleagues talked about the role of the national and regional NHS England teams in relation to service change, including where regional oversight and assurance takes place, and the types of cases where national assurance is required. They talked about support available to the system when developing service change proposals and the role of clinical senates.

NHS England colleagues and IRP members discussed the themes, which may impact NHS reconfigurations in the medium term, reflecting on the 3 shifts and proposals in the 10 Year Health Plan. This included discussion on integrated care boards (ICBs) as strategic commissioners, integrated health organisations and advanced foundation trusts, and the delivery of modern service frameworks. They discussed the key factors in doing a service reconfiguration well and some of the challenges involved.

The Chair thanked all those present and closed the meeting.