

Integrated Care Board

Date of meeting	15 January 2025
Title of paper	Chair's Board Report
Presented by	Emma Woollett, Chair, Integrated Care Board
Author	Debra Atkinson, Company Secretary/Director of Governance Maria Louca, Senior Assistant/Corporate Affairs Manager
Agenda item	6
Confidential	No

Executive summary				
This report aims to provide an update for the Board on the engagement and work undertaken by the Chair and any current and pertinent issues.				
The report includes key areas to consider over that period and will be enhanced where appropriate by a verbal update where things have occurred after the report was published.				
Recommendations				
The Lancashire and South Cumbria Integrated Care Board is requested to note the updates provided.				
Which Strategic Objective/s does the report relate to:				Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience			✓
SO2	To equalise opportunities and clinical outcomes across the area			✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees			✓
SO4	Meet financial targets and deliver improved productivity			✓
SO5	Meet national and locally determined performance standards and targets			✓
SO6	To develop and implement ambitious, deliverable strategies			✓
Implications				
	Yes	No	N/A	Comments
Associated risks			✓	
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
N/A	N/A			
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			N/A	
Equality impact assessment completed			N/A	

Data privacy impact assessment completed			N/A	
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Report authorised by:	Emma Woollett, Chair, Integrated Care Board
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Integrated Care Board – 15 January 2025

Chair's Board Report

1. Introduction

- 1.1. This report aims to provide an update for the Board on the engagement and work undertaken by the Chair and any current and pertinent issues.
- 1.2. The report includes key areas to consider over that period and will be enhanced where appropriate by a verbal update where things have occurred after the report was published.
- 1.3. It will incorporate any major updates on ICB, and system governance and any decisions made under Chair's action for ratification by the board.

2. Engagement

- 2.1. Since our last board meeting in November, I have met with colleagues from the ICB, the wider NHS system and leaders of local authorities allowing me to get up to speed on the current challenges and issues we face here in Lancashire and South Cumbria. Over the next weeks and months I am looking forward to spending time in each of our four places to understand the specific issues faced by different Places as well as celebrating some of the great work we have been doing across organisational boundaries to address those issues.
- 2.2. In late November, I attended a regional system leaders event as part of the national Change NHS campaign and the 10-year health plan. Systems were invited to come together to look at opportunities available as we look ahead to shifting from acute to community, sickness to prevention and analogue to digital. It was great to have representatives not just from the NHS but also representatives from local authorities and VCFSE. I attended along with Kevin Lavery, Sakthi Karunanithi, Dr Andy Knox, Tracy Hopkins, Debbie Eyitayo and Claire Richardson. The plan will be co-developed with the public, patients, and staff and I would encourage members of the public to share their views [Project: Your experiences: public | Change NHS](#)
- 2.3. At our ICB Board Seminar in December we had a focused session on tackling health inequalities and improving health in Lancashire and South Cumbria. It included panel discussions, a case study and prompted rich discussions as well as some actions to support ambitions for our Commissioning Intentions in 2025/26. More detail and the outputs of the day are included in the paper under agenda item 10 on today's board agenda.
- 2.4. Kevin and I took part in the recruitment of the new Chair for Lancashire Teaching Hospitals NHS Foundation Trust in November 2024, along with Louise Shepherd, the new Regional Director for NHS England North West. I am delighted to announce that Mike Thomas was successful and took up post

from 1 January 2025. This is a critical appointment for our system, and I look forward to working with Mike.

- 2.5. I am also pleased to announce the Salman Desai has also been appointed as Chief Executive Officer, North West Ambulance Service NHS Trust and will commence officially in post on 1 January 2025. During the next couple of months myself and Kevin will also be part of the recruitment process for the appointments of Chair for North West Ambulance Service and University Hospitals of Morecambe Bay NHS Foundation Trust.

3. Governance

- 3.1. I mentioned in my last report that I wanted to undertake a review of the ICB's committee structure, coming into the organisation with a fresh perspective. As this work has progressed, it has become clear that the review is very timely, particularly in the light of other work underway around our commissioning operating model and the need for strengthened processes around system performance management highlighted by the recent PwC diagnostic as part of our system intervention. Work is progressing at pace, and recommendations will be presented to the Board in March.
- 3.2. NHS England have recently published 'The Insightful ICB Board'¹ which is a guide to help ICBs assess the effectiveness of the information we use and corporate governance arrangements. The ICB is utilising this guide to inform the review of our committee structure and how we might use information insightfully. The Board agenda has also been refocused to align to the key functional areas within the guidance.

4. Board

- 4.1. Given our financial challenges and the vacancy controls we have put in place across the system, I paused recruitment for the vacancy of a non-executive member for the ICB Board to demonstrate that no areas are out of bounds. This has also given me the chance to reflect on the key skills and experience we need in a new non-executive director to complement our unitary board. It is my intention to start recruitment for this post shortly and to also recruit an associate non-executive director as part of board succession planning given Jim Birrell's departure at the end of the year. I will keep the Board updated.

5. Recommendations

- 5.1. The Board is requested to:

- Note the contents of the report.
- Receive a further report at its meeting in March 2025

Emma Woollett

7 January 2025

¹ [NHS England » The insightful ICB board](#)