

## Integrated Care Board

<b>Date of meeting</b>	24 July 2025
<b>Title of paper</b>	Chair's Board Report
<b>Presented by</b>	Emma Woollett, Chair, Integrated Care Board
<b>Author</b>	Debra Atkinson, Company Secretary/Director of Governance Maria Louca, Senior Assistant/Corporate Affairs Manager
<b>Agenda item</b>	6
<b>Confidential</b>	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

N/A

Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

<b>Report authorised by:</b>	Emma Woollett, Chair, Integrated Care Board
------------------------------	---

# Integrated Care Board – 24 July 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. I was invited to attend a North-West System Leaders meeting in early June where we had the opportunity to connect with colleagues on the significant agenda and challenges we are currently facing. We were fortunate to be joined by Sir Jim Mackey and have the opportunity to engage him on the wide range of issues we currently face as Integrated Care Boards. During this meeting we also heard about some of the great work happening across the region, including some neighbourhood work in Greater Manchester, updates on cardiovascular disease and hearing about ambient voice technologies.
- 2.2. In early June I also attended a virtual NHS Confederation joint ICB Chairs and Chief Executives session. There was an opportunity to ask questions and share reflections on the Model ICB blueprint and its current cost reduction exercise. Discussions around the 10 Year Health Plan and the publication in early July, informed that under the current proposals, regions will not be changing significantly but their functions will be informed by changes in ICBs and nationally.
- 2.3. On 3 July, the 10 Year Health Plan was published by Government and this marks a significant step in the development of our ICB and for the wider health and care system. I was pleased to see that much of the work we have been undertaking in Lancashire and South Cumbria is well aligned with the three national shifts; however, it does signal that there is a considerable amount of work to deliver a health care system which meets the positive ambitions of the plan and the needs of our communities. I welcome the plan and there is much to be positive about including reforming the NHS operating model and changes to financial regimes which aim to reduce demand on hospitals and NHS staff, reduce waiting times and save taxpayers' money – these are all things which would significantly benefit Lancashire and South Cumbria and the financial challenges we face and are working to address.

- 2.4. I do want to recognise the plan, along with the Dr Penny Dash review published on Monday, 7 July of patient safety across the health and care landscape, signals significant changes for staff in our ICB and in partners within our system which creates uncertainty. We will continue to work closely together as we move to implement the changes in the plan and recognise the important contributions staff and partners have made in our journey as a system. We are committed to building the learning into our future ways of working to ensure we have a system which is fit for the future and delivers high-quality healthcare and improved outcomes for our population
- 2.5. As part of our board development, two non-executive members -Jim Birrell and Sheena Cumiskey - met with communities in Burnley, Morecambe and Heysham, where some impactful partnership work is taking place. They visited Burnley General Hospital and the Down Town community shop to meet members of Burnley Together Partnership, Calico Housing and our Primary Care Network (PCN) and Integrated Neighbourhood Team leads to discuss how we offer support to our residents.
- 2.6. As part of this visit the non-executive members met with members of community and volunteers at Stanleys Community Centre in Morecambe, and members of the local PCN at Heysham Health Centre where they heard how joined-up working is improving health and care for the local populations. I want to express my thanks to everyone at Down Town, Stanleys community centre, Burnley General Hospital and Lancashire place colleagues for organising and allow our non-executives to been part of these valuable visits.
- 2.7. Further to my previous chairs report in May, I'm pleased to that Julia Mulligan has been appointed Chair of North West Ambulance Service NHS Trust and I look forward to working with her in her new role.

### **3. Governance**

- 3.1. The ICB has now received draft exit criteria against the enforcement undertakings, and these are set out in more detail under item 8. There is also a paper under item 9 which sets out the recommendations from the ICB's Board Effectiveness review and the NHS Recovery Support Programme Review. The paper also includes an action plan to respond to the recommendations, which will form part of the ICB's Single Improvement Plan.
- 3.2. Early in June ICB chairs and chief executives received a letter from Sir James Mackey and Dr Penny Dash which provided a written update on ICB plans which were submitted at the end of May to reduce the running and programme costs for ICBs. The letter describes that NHS England and Ministerial approval has now been given to the proposals to move from 42 ICBs to 26 ICB, which will consist of 11 ICB remaining on existing footprints, of which we will be one, alongside 15 clusters forming.

- 3.3. The letter acknowledges the need to provide additional national support and clarity around areas such as continuing health care, safeguarding and SEND. It also sets out the leadership and governance arrangements, especially in relation to the implications of proposed clustering arrangements, and revised draft role descriptors for ICB chairs and chief executives have been shared to reflect the focused role of ICBs as strategic commissioners.

#### **4. Board**

- 4.1. I'm pleased to confirm extension terms of office for non-executive members Sheena Cumiskey and Jane O'Brien until June 2028.
- 4.2. As part of the overall ICB Board development plan for 2025/26, a development session took place on 26 June. The aim of the day was in context of challenge and change to enable colleagues to see and understand each other more as human beings in privileged and demanding roles. To explore board members mutual and distinct roles and what board effectiveness looks like with reference to the new Board Competency Framework and our ICB Values and behaviours tool kit. It also aimed to allow us to create and start to develop a board culture of healthy challenge to ensure collective high performance. Feedback from board members after this session was positive and the plan will be to continue to build upon this work in the months to come.
- 4.3. Following on from my previous chair's report in relation to the recruitment of Chief Executive officer. I can confirm that the interviews for this role have now taken place and following a robust recruitment and panel process and I will be able to update further on in the next Board meeting to be held in September.

#### **5. Recommendations**

- 5.1. The Board is requested to:
- Note the contents of the report.
  - Receive a further report at its meeting in September 2025

**Emma Woollett**  
**July 2025**