

Integrated Care Board

Date of meeting	24 July 2025
Title of paper	Board Effectiveness: Leadership and Governance Action Plan
Presented by	Sam Proffitt, Acting Chief Executive Officer
Author	Debra Atkinson, Director of Corporate Governance/ Company Secretary
Agenda item	9
Confidential	No

Executive summary

In February 2025, the ICB agreed to enforcement undertakings with NHS England, and this also included a requirement for mandated intensive support via NHS England's Recovery Support Programme (RSP) for focused support with governance and leadership.

In tandem, in early March 2025, the Chair and CEO set out a number of observations and recommendations to strengthen the leadership and governance arrangements across the ICB, and an internally board self-assessment was undertaken in April 2025.

This report presents a Governance and Leadership action plan that responds to the recommendations from the three areas above, and aligns to the ICB's draft exit criteria.

Recommendations

The ICB Board is asked to:

- note the progress in the identification and development of a board effectiveness action plan, aligning to the RSP recommendations and Leadership and Governance Exit Criteria
- note the progress towards the development of a single improvement plan
- approve the board effectiveness action plan
- receive a further progress report in Q3
- note that the ICB will commission an external Well Led Review to be undertaken in Q1 of 2026/27

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
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
Board Seminar	14 May 2025	Key recommendations made
Conflicts of interest associated with this report		
N/A		
Impact assessments		
	Yes	No
Quality impact assessment completed		✓
Equality impact assessment completed		✓
Data privacy impact assessment completed		✓
Report authorised by: Emma Woollett, ICB Chair		

Integrated Care Board – 24 July 2025

Board Effectiveness: Leadership and Governance Action Plan

1. Introduction

1.1 In February 2025, the ICB agreed to enforcement undertakings with NHS England, and this also included a requirement for mandated intensive support via NHS England's Recovery Support Programme (RSP) for focused support with governance and leadership, with the scope of the RSP work being agreed in Mid-March 2025 as:

- Governance: Review existing Board governance arrangements including committee governance arrangements. Review their effectiveness and set out recommendations for rapid improvement. Where gaps are identified, provide support and oversee the improvements to ensure they are in place and effective.
- Leadership: Undertake a review of the ICB; vision & strategy, decision-making, resource allocation, conflict resolution and stakeholder management and set out recommendations for improvement.

1.2 In tandem, in early March 2025, the Chair and CEO set out a number of observations and recommendations to strengthen the leadership and governance arrangements across the ICB framed against the following areas: Leadership capacity and capability; ICB governance and assurance mechanisms; Vision and Strategy, with robust plans to deliver; Communication and engagement; and Culture and Internal communications.

1.3 To further support the ICB in identifying good practice and opportunities for development, an internally led Board Self-Assessment was undertaken in April 2025, to allow board members to independently and anonymously evaluate the Board's maturity and effectiveness of its leadership and governance arrangements by a responding to a series of questions aligned to the Well Led Framework, under six headings:

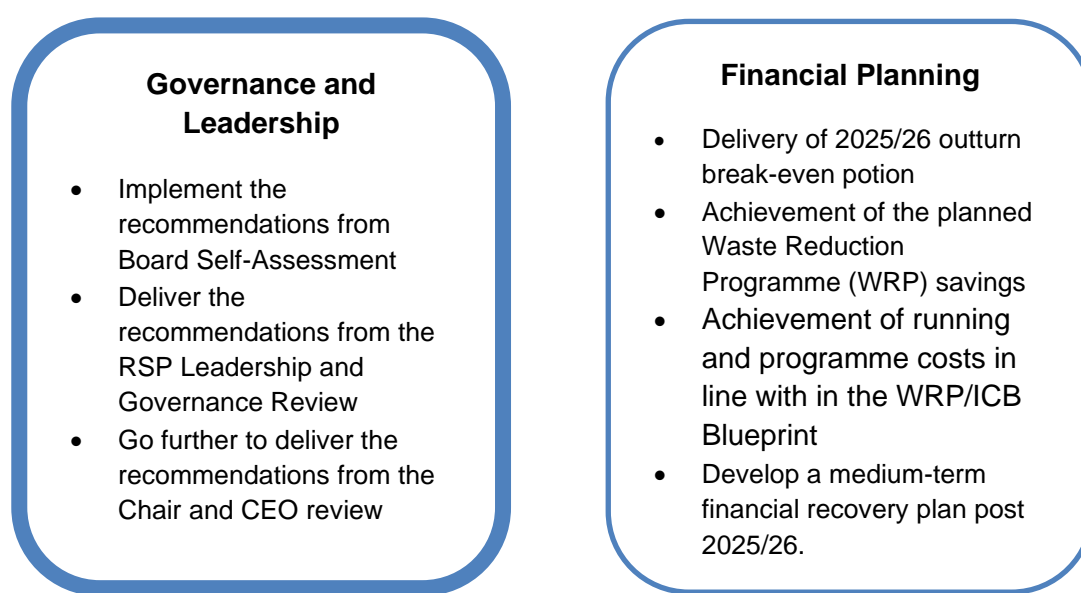
- Leadership capacity and capability (starting with the Board)
- Culture and Learning
- Vision and Strategy, and plans to deliver
- Assurances to the Board
- Committee Governance and Assurance Mechanisms
- Communication and engagement

2 Outcomes and Action Plan

2.1 The outcomes and key findings from the self-assessment were collated, themed and considered at a board seminar in May 2025, where a number of key recommendations were agreed.

- 2.2 The recommendations have informed an action plan, with prioritisation and implementation timescales. The action plan also aligns the recommendations of the RSP leadership and governance review, the Chair and CEO's earlier recommendations and the ICB's recently agreed draft exit criteria against the leadership and governance enforcement undertakings.
- 2.3 The recommendations from all three sources and where these are aligned to the 4 sections of the action plan are included in **Appendix B**.
- 2.4 The plan will be one of two programmes that will inform the ICB's single improvement plan:

Improvement Plan Programmes



- 2.5 Quarterly updates will be provided to the Board, and the ICB will commission an external Well Led Review to be undertaken in Q1 of 2026/27.

3 Recommendations

- 3.1 Members are asked to:
- note the progress in the identification and development of a board effectiveness action plan, aligning to the RSP recommendations and Leadership and Governance Exit Criteria
 - note the progress towards the development of a single improvement plan
 - approve the board effectiveness action plan
 - receive a further progress report in Q3
 - note that the ICB will commission an external Well Led Review to be undertaken in Q1 of 2026/27

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Director of Corporate Governance/ Company Secretary