

Integrated Care Board

Date of meeting	24 July 2025
Title of paper	ICB Values Update
Presented by	Debbie Eyitayo, Chief People Officer
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Agenda item	13
Confidential	No

Executive summary

This paper provides an update on the implementation and impact of the Lancashire and South Cumbria Integrated Care Board's (ICB) Values and Behaviours Framework, launched in February 2025. The framework was developed in response to staff feedback and the need to reset organisational culture, with the aim of embedding new core values of **Compassion, Integrity, Respect, and Inclusion** across all aspects of the organisation.

The work is being led by the Chief People Officer and the OD, Education, Training & Talent team, co-produced with key stakeholders across the ICB. Delivery has been from February 2025 and is expected to continue to the end of the financial year.

The purpose of the paper is to outline how the ICB is embedding these values into daily practice and using them as a foundation for its ongoing organisational redesign. This is being achieved through:

- A co-produced Values and Behaviours Framework and Toolkit
- A comprehensive programme of leadership development and staff support
- Integration of values into people practices, decision-making, and team development
- A three-phase Organisational Development plan in draft which will align with the redesign process and will support the transition of the redesigned ICB into its new operating model.

As part of this briefing we would like to use this as an opportunity to invite ICB board members to make a public commitment to discharge their board responsibilities in line with the ICB values of Compassion, Integrity, Respect, and Inclusion by signing an individual pledge.

Recommendations

The Board is requested to:

- Note the work done to date
- Approve the actions outlined for future organisational and staff support
- Commit to the ICB values by signing the Values pledge

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
People and Culture Committee	16.4.25	Values Framework and Toolkit implementation were noted
Conflicts of interest associated with this report		
Not applicable		
Impact assessments		
	Yes	No
		N/A
		Comments
Quality impact assessment completed		✓
Equality impact assessment completed		✓
Data privacy impact assessment completed		✓
Report authorised by: Debbie Eyitayo, Chief People Officer		

Integrated Care Board – 24 July 2025

ICB Values Update

1. Introduction and Overview

- 1.1 Since the initiation of the “Culture Reset” journey in October 2024, Lancashire and South Cumbria Integrated Care Board (ICB) has made significant progress in embedding a values-led culture.
- 1.2 This update outlines the development and implementation of the Values and Behaviours Framework and associated toolkit (appendix 1), as well as the leadership development resources designed to support our people to foster a high-performing, inclusive, and compassionate culture.
- 1.3 As part of this briefing we would like to use this as an opportunity to invite ICB board members to make a public commitment to discharge their board responsibilities in line with the ICB values of Compassion, Integrity, Respect, and Inclusion by signing an individual pledge (appendix 2).

2. Embedding the Values and Behaviours Framework

- 2.1 In response to staff feedback and the identified need to reset organisational culture, the ICB introduced its Values and Behaviours Framework in February 2025. This framework, developed through the engagement of over 1,100 staff members, is grounded in four new core values: **Compassion, Integrity, Respect, and Inclusion.**

Since the launch of the Values and Behaviours Framework, efforts have been made to integrate these values into the organisation so they become the lived experience of all staff. It establishes the foundation for our operations, leadership, and collaboration within the ICB and across the system.

- 2.2 This has included ongoing iterative work and the creation of a supporting Values and Behaviours Toolkit.

3. Values and Behaviours Framework Journey

- 3.1 Core Values identified: Compassion, Integrity, Inclusion and Respect.
- 3.2 Framework development: co-produced through extensive engagement (over 1,100 engagements, 447 behaviour responses and 360+ temperature checks.
- 3.3 Launch milestones:

- Executive sign-off (January 2025)
- Branding sign-off (January 2025)
- People and Culture Committee sign off (January 2025)
- Framework Launch (February 2025)
- Toolkit Phase 1 rollout (April 2025)
- Roadshows, directorate briefings and intranet resources deployed

4. Toolkit Development and Implementation

4.1 The toolkit is being rolled out iteratively to support staff in applying the framework in everyday practice. Key components include:

Quarter 1 Toolkit Themes:

- Development of Living our Values through Conversations: Guidance for 1:1's, appraisals and feedback
 - Practical examples and reflection tools to build confidence and trust
- Team development workshops focusing on relationships and behaviours
- Giving and Receiving Feedback (June 2025)
 - Introduced a values-aligned feedback model
 - Emphasised compassionate, non-judgmental, and inclusive communication
 - Providing practical examples and reflection tools to build confidence and trust

4.2 Alongside this, a comprehensive programme of support has been developed to assist staff and leaders in navigating the change process.

This extensive support demonstrates a holistic values-based approach, which addresses emotional, practical, and developmental needs during this period of significant transition.

5. Embedding the Framework

5.1 Since the launch, significant work has been undertaken to embed these values across the organisation. This has included:

- Directorate and team-level engagement, including charters and check-in/check-out practices to reinforce inclusive behaviours.
- All Staff Briefing sessions with a focus on each value – this started with the acting medical director, Andy Knox delivering a session on the value of Compassion
- Integration into People practices:
 - Civility and respect resources and coaching support is available
 - Alignment with organisational strategy and improvement plans
- Ongoing communications, including intranet resources, briefings, and roadshows.
- All toolkit components and organisational redesign efforts are being reviewed through the values and an EDI lens to ensure fairness, accessibility, and representation.

5.2 Evidence of cultural shifts observed so far

Support to embed the values in everyday practices and team development initiatives has yielded measurable improvements in team dynamics and performance. A number of teams that have required intense support have reported improved collaboration, communication, and alignment with organisational goals, contributing directly to progress against QIPP targets.

Below is an extract from the feedback received by a team member:

"Effective development sessions have contributed to the improved performance. I believe that effective development sessions come from understanding team needs/journeys not only during challenging times but right throughout their development from infancy. I think it's about growing together through the different phases teams go through; building trust; learning about each other; understanding each other (styles/strengths/weakness); taking time out together; and collaborating across workstreams. The learning and development from these sessions then filters down to all other teams through 'leadership by example'. A culture of learning and development is fostered. This is where your team have nailed it: they have invested time to do all of this with respective leads; and encouraged growth in a way which has met the bespoke needs of each of the teams they have worked with. This has all contributed to effective teamwork; high standards; individual development; and strong work ethic; resulting in improved performance."

Further evidence of improvements in culture has been demonstrated through:

- Increased use of inclusive practices e.g. meeting check-ins, team charters,
- Greater openness to feedback and reflection
- Strengthened leadership behaviours aligned with the values, including demonstrable improvements in ownership of leadership role and shifts in attitudes and behaviours

6. Supporting Organisational Reform and Redesign

6.1 A Values-Led Approach to Change

The Integrated Care Board (ICB) is currently undergoing a significant organisational redesign. At the centre of this transformation are the culture and values and behaviours and, a commitment that the process will remain inclusive, compassionate, and aligned with our cultural aspirations.

Paying due regard to this throughout the process will be crucial to building a high-performing, values-led organisation that support the provision of high-quality, safe, and effective care for the diverse communities across Lancashire and South Cumbria.

As part of the ICB transition, an Organisational development will be developed to cover and support all phases of the transitional change journey. The development of the plan and a review of the associated actions will be monitored through the ICB Transition Committee and the People and Culture Committee.

6.2 Staff Feedback and Cultural Continuity

Recent staff briefings have been received positively, with colleagues acknowledging the honesty, integrity, and openness demonstrated in the communication of ICB reform messages. Staff have recognised the emotional challenges faced by executive leaders and appreciated the transparent communication, reflecting a clear continuation of our cultural journey

6.3 Future Focus

As the organisation undergoes structural changes, the Values and Behaviours Framework will act as a cultural anchor for an organisational development plan for the new ICB. The forthcoming phase will concentrate on the culture and behaviours standards for a high organisational performance under a new operating model. This work will need to consider whether current values are still relevant and describe the cultural aspiration of the newly redesigned ICB.

The future focus will aim to

- Embed values into new ways of working, decision-making, and collaboration
- Ensure psychological safety and inclusive engagement at every stage
- Develop approaches to measure evidence that the organisational values are a practical experience for staff and service users.

7. Conclusion and recommendations

- 7.1 Board members are asked to note the actions taken to date to develop and embed the values across the ICB to create cultural change.
- 7.2 To note that further work is in train to develop an organisational development plan in line with the values to support the ICB through its current transition
- 7.3 Board members are invited to make a public commitment to discharge their board responsibilities in line with the ICB values of Compassion, Integrity, Respect, and Inclusion by signing an individual pledge.

Ruth Keeler

July 2025

Appendix 1 – ICB values and behaviours toolkit

Appendix 2 – ICB values Pledge Template