

Integrated Care Board

Date of meeting	25 September 2025
Title of paper	Report of the Chief Executive
Presented by	Sam Proffitt, Acting Chief Executive Officer
Author	Kirsty Hollis, Associate Director and Business Partner to the Chief Executive
Agenda item	7
Confidential	No

Executive summary

This report gives an update from the Acting Chief Executive on activities undertaken since the previous report including the work of the Executive Committee.

The report shares the annual assessment of the ICB's annual assessment of performance 2024-2025 letter from NHS England and the requirement to publish alongside the annual report at the Annual General Meeting.

It brings to the Board's attention the work of Derian House Children's Hospice through a documentary which has been made available to stream on Amazon Prime called "The Little Things".

Finally, it updates Board on some senior staffing movements over the coming weeks.

Public and Stakeholder Engagement

Not applicable

Recommendations

The Board is requested to:

- Note the contents of the report.
- Note the contents of the annual assessment letter and the requirement for it to be published alongside the annual report
- Be advised of the work of the Executive Committee during the period 15 July 2025 to 02 September 2025

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		✓		<i>Highlight any risks and where they are included in the report</i>
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	
Executive Committee	16 September 2025		The paper was 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: Sam Proffitt, Acting Chief Executive Officer				

Integrated Care Board – 25 September 2025

Report of the Chief Executive

1. Introduction

- 1.1 The ICB continues to move through a period of change with the new blueprint and vision for ICBs. The future vision for the ICB as strategic commissioner provides clarity on a role focused on the health needs of our population and commissioning for improvement supporting the vision for greater out of hospital provision, greater focus on prevention and better use of technology. This very much aligns to our existing vision but will require significant change as well as cost reductions this year.
- 1.2 I want to acknowledge the impact that the uncertainty regarding the transformation is having on our staff. On morale, on sickness levels and general health and wellbeing. This has been evident through the results of our recent Pulse survey which really reflects the mood within our workforce at the moment. To help, we have developed programmes to support building resilience, leading through change, career guidance and self-coaching. All of which is underpinned by the ICB values and the principles of equality, diversity and inclusion
- 1.3 We also are listening to our staff and flexing the way we engage and communicate with our people in a way that is meaningful to them.
- 1.4 Blueprints and processes are being finalised and worked through and the ICB is working closely on this with NHS England whilst details are finalised, The Executive are using this period to engage more deeply with our teams through September and October in a series of workshops on the ICB operating model. These workshops will utilise and build on the work that many of our staff were involved with through the operating model work undertaken at the very start of this calendar year and prior to any national announcements.
- 1.5 During our staff briefing at the beginning of September, we heard that our staff are struggling, but also a really strong desire for us to ensure we don't lose sight of all the good work that our teams continue to do and the positive impact that they are making on a daily basis. We are also exploring ways in which we can be more proactive in this space to promote and celebrate our successes.
- 1.6 We do provide a wide and varied range of health and wellbeing support for our people, including spaces to talk where there is psychological safety. We encourage managers to have wellbeing conversations with their staff and offer mental health support. Our people can access confidential and independent support through our employee assistance programme, counselling support and occupational health services.

2. Executive Committee

- 2.1 You will recall that in my last report, I indicated that I will use it to highlight the work of the Executive Committee during the intervening periods and bring to the Board's attention any matters of significance.
- 2.2 At the time of writing, the Executive Committee has met six times since my last report. We have committed significant time to the ICB transition including planning the aforementioned workshops and agreeing our communication strategy for our staff and stakeholders.
- 2.3 We have continued our role in overseeing the risk operational risk register including the decision making on adding, scoring, reviewing timelines and removing risks from the register. The committee has received one report since July in which there was an update on the work to reset the Board Assurance Framework (BAF) and the extension to one operational risk target date was approved.
- 2.4 Executive Committee receives recommendations from the Commissioning Resource Group (CRG) and makes decisions within the boundaries of the scheme of delegation. From the CRG meeting on 5th August 2025, Executive Committee approved recommendations which included:
- A re-direction of funding for adult autism diagnosis budget to a pilot which seeks to improve the adult autism assessment pathway and through this commitment allows the provider to apply for match funding from the Lottery.
 - To commission UHMB to provide occupational therapy services within Furness where there is currently a service provision gap. This is a cost pressure and commitment was made to identify the funding from the community services commissioning budget.
 - Continuation of an existing contract for the provision of specialist services which supports young people at high risk of Avoidant, Restrictive Food Intake Disorder (ARFID)
 - The immediate implementation of a cost neutral community wound care service for Fylde Coast, Lancashire North and South Cumbria
 - Ratification of the recommendation from the LSC Medicines Management Group Commissioning Policies for July 2025.
- 2.5 The Primary Care Contracting Sub Committee (PCCSC) is established as a formal sub committee of the Executive Committee and has met twice during this reporting period. Key decisions taken from that group during the period include:-
- Through the Primary Care Capital update report, the decision was taken to increase the ICB contribution for improvement grants to 100%, in line with other ICBs and to fully utilise the available funding for Lancashire and South Cumbria.
 - Using the national framework agreement to award a Clinical Waste Managing Agent Service to replace the contract that expires on 30 September 2025

- To approve the annual submission of the Primary Care Assurance Framework
- 2.6 The Executive Committee also received the triple A reports from the Specialised Commissioning Oversight Group, The Health and Safety Oversight Group and the Business and Sustainability Group. Through their report, the Committee received the Health, Safety, Fire and Security Annual Report 2024/2025.
- 2.7 Routine items of business considered by the Executive Committee during the period included a review of ICB policies which are due for review and actions to ensure they are reviewed and renewed in a timely manner and also an update of outstanding internal audit actions
- 2.8 The Executive Committee also considers and makes decisions on urgent items of business which due to time limiting business critical need require an urgent decision. During the period these have included:
- The extension of the contract for the ADAM reporting system for 2 years (1+1) on the condition that there is a joint improvement plan with the supplier, within existing budget, to ensure that the ICB is utilising all the features within the system to best beneficial effect.
 - The decision to commission a standardised service offer of patient transport offer covering all of our trusts.
- 2.9 Finally the Executive Committee were pleased to be able to review the July update on the ICBs Health Inequalities Metrics. There is a legal duty for us to publish this information alongside our Annual Report and it includes information of the work that is underway to understand and address the inequalities within Lancashire and South Cumbria.

3. Annual Assessment of Lancashire and South Cumbria Integrated Care Board's performance in 2024-25

- 3.1 In early May, the ICB met with NHS England regional colleagues for the annual assessment as required by the NHS Act 2006. The assessment considers the role the ICB played in providing leadership and good governance within the Lancashire and South Cumbria Integrated Care System (ICS) as well as how the ICB contributed to the four fundamental purposes of the ICS being: improving population health and healthcare; tackling unequal outcomes, access and experience; enhancing productivity and value for money and helping the NHS support broader social and economic development.
- 3.2 The assessment recognises the challenges that the ICB faced during 2024-2025 but balances that against how successfully the ICB has delivered against the complex operating landscape in which we are working. Overall, I and the executive team feel that it is a very fair assessment.
- 3.3 We are required to publish the formal letter on the ICB website along with our annual report at our Annual General Meeting, which takes place after today's

Board meeting and this can be viewed here [LSC Integrated Care Board :: LSC ICB Annual Reports](#)

4. Single Improvement Plan (SIP)

- 4.1 Following the report received by the Board in July on the single improvement plan. I wanted to update on the work that has been on-going since then ahead of a more formal update at the November meeting.
- 4.2 The executive have agreed an approach with defined workstreams which have been allocated to individual executives to lead. We continue our detailed conversations with the regional Recovery Support Programme (RSP) team to ensure we are able to meet their reporting and evidence of progress requirements.

5. Derian House Children's Hospice

- 5.1 Towards the end of July, I was pleased to be invited to visit Derian House Children's Hospice alongside our Acting Medical Director Dr Andy Knox. During that visit, we were shown the really important and inspirational work that is undertaken there to support children and their families who have life limiting and complex illnesses.
- 5.2 Whilst there, we were made aware of a documentary called "The Little Things" that has been made by Paul Woodward whose son Kael, was supported and cared for at the Hospice. Through the sharing of powerful and personal stories from families, staff and volunteers, it provides a unique insight into the remarkable work of Derian House. Its also promotes the great work that hospices do, which many people are not aware of. After watching this inspirational programme I would encourage others to also watch it. Well done to all the team who produced this great work.
- 5.3 The documentary has been made available to stream in the UK and the US on Amazon Prime and urge you, if you are able, to take a look. The official trailer is available on YouTube at https://youtu.be/pZDDw4yYI_w and the documentary itself has received many 5 star reviews.

6. National Neighbourhood Health Implementation Programme (NNHIP)

- 6.1 At the beginning of August, the ICB on behalf of all partners, submitted two applications to the NNHIP. This is a major NHS initiative designed to establish and accelerate the development of neighbourhood health models, shifting care from hospital to communities.
- 6.2 The programme supports Places, to form integrated, multidisciplinary neighbourhood health teams to provide person-centred care, focussing on prevention and early intervention for people with complex needs.

- 6.3 The submissions were very detailed and had to be supported, through signature, by all partners. The relevant local authorities, NHS Trust, primary care networks and voluntary, community, faith and social enterprise organisations.
- 6.4 I am delighted to be able to report that both of the applications for Morecambe Bay and Blackburn with Darwen have been successful and been announced as phase 1 pioneer organisations. This is such good news for our communities and whilst there is no additional funding to support this initiative, but supporting the application, partners have committed to provide staffing and support into the programme to make it a successful and sustainable model of care for the future.

7. Senior Staffing Update

- 7.1 At the end of November, the Acting Chief Finance Officer, Stephen Downs will be leaving the ICB to take up the role of Deputy Chief Finance Officer at NHS Greater Manchester ICB. Stephen joined the ICB not long after it was formed in 2022 and has been integral within the finance team and latterly as Acting CFO. I would like to thank Stephen for his support and hard work over the past three years and I hope you join me in wishing him well in his new role.
- 7.2 From the 15 September 2025, the ICB will be joined by Mark Bakewell a very experienced finance professional from the Cheshire and Mersey region who will be joining us as Acting Chief Finance Officer on an interim basis until a substantive appointment to the CFO role is made. Following his commencement on 01 November 2025, Aaron Cummins as our new CEO will begin a process of recruitment to substantive roles within the ICB and this will include the CFO role. I am sure you will join me in welcoming Mark into Lancashire and South Cumbria
- 7.3 I am also pleased to welcome Jane Scattergood into the role of Acting Chief Nurse for the ICB. Following an internal process, Jane has been seconded from her role as Director of Health and Care Integration (South Cumbria) into the Acting Chief Nurse role until 31 March 2025. Jane has worked alongside the Executive Team for a number of months now, particularly supporting the model ICB blueprint work and I am happy to welcome her as a formal member of that team.

8. Conclusion

- 8.1 This is my final Chief Executive's report to the Board before I leave at the end of October. I would like to take this opportunity to thank the Board and all my colleagues, past and present for their support, not just over the previous six months as I have acted into the role of Chief Executive, but over my time in the ICB.
- 8.2 Despite the challenges this year, we have seen some real progress this year. The financial position has started to stabilize and we are now seeing reductions in our run rate across the system and stronger delivery of savings plans ensuring we maintain safety and quality.

- 8.3 The intervention process has helped us to drive this and we are now in discussions about how we exit out of this position by evidence in the good work that has started.
- 8.4 Our teams across the ICB and the wider system have been fundamental in supporting this improvement, so I'd like to thank our providers, partners and teams across the system for their support and hard work. This has been so rewarding to see our relationships developing to work together on joint agendas and the improvement being made.
- 8.5 It's clear that we have a lot of risk to manage in the remainder of the year, but by continuing to work in the way we have this year is putting us in a much better place.
- 8.6 I'm really pleased that Aaron is joining us to take up this leadership role and I wish him and all of our people the very best for the future.

9. Recommendations

- 9.1 The Board is requested to:
1. Note the contents of the report.
 2. Note the contents of the annual assessment letter and the requirement for it to be published alongside the annual report
 3. Be advised of the work of the Executive Committee during the period 15 July 2025 to 02 September 2025

Sam Proffitt

September 2025