

## Integrated Care Board

<b>Date of meeting</b>	19 March 2026
<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

<b>Executive summary</b>				
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 the period since the previous Board meeting and, where appropriate, a verbal update will be provided where things have occurred after the report was published.				
<b>Public and Stakeholder Engagement</b>				
The report covers examples of stakeholder and public engagement by the Chair.				
<b>Recommendations</b>				
The Lancashire and South Cumbria Integrated Care Board is requested to note the updates provided.				
<b>Which Strategic Objective/s does the report relate to:</b>				<b>Tick</b>
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			✓
<b>Implications</b>				
	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Associated risks			✓	
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	
<b>Where paper has been discussed (list other committees/forums that have discussed this paper)</b>				
<b>Meeting</b>	<b>Date</b>		<b>Outcomes</b>	
N/A	N/A			
<b>Conflicts of interest associated with this report</b>				

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
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# Integrated Care Board – 19 March 2026

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## 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 At the end of January, Aaron Cummins and I joined a NHS England Northwest system leaders' meeting where discussions were held around priorities for 2026/27 and medium-term plans. Discussions were also held around the opportunities for provider collaboratives, neighbourhoods and the development of the NHS England Northwest strategy, including their new operating model.
- 2.2 In early February, ICB Chairs met with Dr Penny Dash, Chair for NHS England, where discussions took place around the development of the strategic commissioning framework led by Richard Watson, Executive Director of Strategy, Digital, Commissioning and Neighbourhood Health, and Dr Claire Fuller, NHS England Medical Director.
- 2.3 In February, Aaron Cummins and I visited the University of Lancashire where we met with Professor Graham Baldwin, Vice-Chancellor, Professor St. John Crean, Pro Vice-Chancellor for Research and Enterprise, Professor Alison Carr, Dean for School of Medicine and Dentistry, and Dr Andy Melling, Dean for School of Nursing and Midwifery.
- 2.4 As part of this visit, discussions focused on strategic priorities, sector challenges, opportunities and engagement between the university and the ICB. During this visit we had a tour of the Preston campus and visited the schools of Medicine and Dentistry and Nursing and Midwifery.
- 2.5 In February our non-executive member and chair of Audit committee, Steve Spill, participated in a visit to Blackpool providing an opportunity to see work of partners to support communities in neighbourhoods. Steve met with the MSK team where partnership work with Active Blackpool has meant they have access to more space for their physiotherapy treatments and can easily refer patients for ongoing support within Active Blackpool using state of the art e-gym equipment or aqua classes. During this visit Steve also had the opportunity to visit one of

the Blackpool priority wards where proactive care is being tested. He met with partner members to hear about about how the community is being supported through active listening and proactive case finding, followed by a walk around the Claremount ward. Discussions were held with Helen Mason, Primary Care Network Manager at Blackpool Central West PCN, and Amy Butler, Engagement and Partnerships Manager at Healthwatch Blackpool about the learning and culture change which has taken place.

- 2.6 Steve also visited Blackpool Recovery Hub which is a friendly, inclusive space dedicated to recovery and connections. The hub is now in its first year and has quickly grown into a place where people feel safe, supported and part of a community that truly cares. Rooted in lived experience and a deep understanding of recovery, the hub offers a relaxed, judgement-free environment. Thank you to colleagues and partners who helped to support the visit.
- 2.7 In late February, we held an ICB Board Development session focused on Equality, Diversity and Inclusion (EDI). The session explored how we can continue to build a culture in which all staff and communities feel respected, safe, and valued, with a particular emphasis on reducing unfair and avoidable differences in access, experience and outcomes. It provided the Board with the opportunity to work more confidently within the framework of our EDI policies and procedures, and to reflect on our role in modelling inclusive leadership. Importantly, the session also enabled us to identify and commit to follow-up actions and next steps, reinforcing our accountability for progressing this agenda.
- 2.8 In early March, Aaron Cummins and I attended an integrated care system leadership summit with the NHS confederation. It was an opportunity to meet with other ICB chairs and chief executives and discuss current challenges and opportunities, including the importance of sharing good practice between ICBs.
- 2.9 In early March, we held our regular engagement session with MPs from Lancashire and South Cumbria. We discussed neighbourhood health models, progress towards establishing neighbourhood health centres as well as constituent issues MPs wished to raise with us and enjoyed a constructive dialogue. Engagement with our elected representatives gives us invaluable insights and perspectives as we work in partnership across the system to support our communities and improve health and care services.

### **3. Board**

- 3.1 Following recruitment to the Executive Team, I am pleased to confirm the Board will continue to be supported by Mark Bakewell who has been appointed as our substantive chief finance officer. Dr Andy Knox, Chief Medical Officer, and Jane Scattergood, Chief Nurse, will continue in their roles until the end of the calendar year to provide continuity and support to clinical and care professional leadership during the transition period. In addition, Alex Heritage will be joining the ICB as Chief Strategy and Planning Officer on 1 June. He joins us from Hampshire and Isle of Wight NHS Foundation Trust.

#### **4. Recommendations**

4.1 The Board is requested to:

- Note the contents of the report.
- Receive a further report at its meeting in May 2026

**Emma Woollett**  
**March 2026**