

Integrated Care Board

Date of meeting	19 March 2026
Title of paper	5 Year Strategic Commissioning Plan and 2026/27 Commissioning Intentions
Presented by	Craig Harris, Chief Commissioning Officer
Author	Lisa Roberts, Senior Programme Manager
Agenda item	14
Confidential	No

Executive summary

The report brings together the following requiring Board approval:

- The five-year Strategic Commissioning Plan (5YSCP) reflecting population need, strategic priorities and transformation intentions (Appendix A)
- The 2026/27 commissioning intentions slide pack (Appendix B)

The Five Year Strategic Commissioning Plan outlines what and how Lancashire and South Cumbria ICB intends to deliver its priorities for the five-year period from 2026/27 to 2030/31. It is our response to the 10 Year Health plan and the ambitions outlined within it, including the shifts from hospital to community, treatment to prevention and analogue to digital. It aligns to the 2026/27 Commissioning Intentions, also provided for approval, plus elements still in development, such as the Clinical Strategy and Neighbourhood Health Plans.

Public and Stakeholder Engagement

The 5YSCP has been developed in conjunction with our local NHS providers, Provider Collaborative, and VCFSE sector. Members of the Citizens Health Reference Group attended a workshop to support the development of the ICB's clinical strategy. Members have also received a presentation, asked questions and provided feedback on the commissioning intentions.

Citizens, clinicians and system partner insights / feedback have been integral to the planning process, with contributions having directly shaped the development of our plans. We are in the process of socialising the plan with Health and Wellbeing Boards alongside the 2026/27 Commissioning Intentions and will ensure wider public engagement activities are planned to inform the next iteration.

Recommendations

The Board is asked to:

- Approve the final Five-Year Strategic Commissioning Plan
- Approve 2026/27 Commissioning Intentions

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	
Not applicable				
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	Relevant impact assessments are completed as part of the commissioning process.
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:	Craig Harris, Chief Commissioning Officer
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Integrated Care Board – 19 March 2026

5 Year Strategic Commissioning Plan and 2026/27 Commissioning Intentions

1. Introduction

- 1.1 This paper accompanies the Five Year Strategic Commissioning Plan (5YSCP) and the 2026/27 Commissioning Intentions which are presented to Board for approval and can be found at Appendix A and Appendix B respectively.
- 1.2 The 5YSCP is a key element of the national planning architecture and formed part of the February 2026 Full Final Medium-Term Planning Submission, outlining how Lancashire and South Cumbria Integrated Care Board (LSC ICB) intends to deliver its strategy for the five-year period from 2026/27 to 2030/31.
- 1.3 A more detailed document setting out the 2026-27 commissioning intentions (Commissioning for Success in 2026/27) has also been developed, drawing on best practice approaches. This provides greater detail on priorities, impacts and delivery expectations and is fully aligned to Section 8 of the 5YSCP which details our strategic direction and delivery priorities over the next five years. The numerical operational plan submission is covered under a separate agenda item.

2. Five-Year Strategic Commissioning Plan

- 2.1 The plan is intended to be a 'live strategic document' that will continue to be iterated and updated throughout 2026-27 and beyond, in response to the changing policy, financial and operational landscape.
- 2.2 The purpose of the plan is to:
 - Translate national and local strategic priorities into local action
 - Demonstrate how partners will practically work together to improve health outcomes
 - Describe the financial framework that will be used to support financial sustainability and value for money
 - Outline where the ICB intends to commission jointly with local government or delegate commissioning to another provider
 - Satisfy the update requirements for the ICB's Joint Forward Plan

- 2.3 It will also provide clarity for healthcare providers and other partners on how the ICB intends to allocate resources, and what outcomes will be achieved as a result; and has been developed to be congruent with the Clinical Strategy, Neighbourhood Health plans and integrated delivery plans.
- 2.4 The plan has been developed in line with national requirements, built on ongoing collaboration across ICB teams and local system partners, and reflects input and feedback from the Board seminar held in December 2025. Key areas of focus to ensure we can demonstrate due regard to national guidance, include:
- Feedback and experience from patients, service users, people and communities to inform commissioning intentions.
 - Partnership working and ongoing collaboration across public health, local government and the VCFSE sector to deliver on agreed outcomes and enable integrated working.
 - Evidence based and data led decision-making, using a Population Health and Integrated Needs Assessment to underpin intelligence-led commissioning.
 - Articulating how commissioning intentions will deliver on the agreed outcomes.
 - Outlining where new technologies and transformation opportunities can be maximised to help deliver the agreed outcomes.
 - Demonstrating how achievements in outcomes will be achieved through maximising value for money.

3.0 Commissioning for Success 2026/27

- 3.1 The annual commissioning intentions process is the ICBs mechanism for executing our Strategic Commissioning Plan and describes how the ICB will commission for success in 2026/27. The commissioning intentions are framed in the context of the three-shifts outlined in the NHS 10 Year Health Plan and across the life-course, from preconception through to older age. They have been developed with a focus on patient/population outcomes and articulate measures of success to enable us to monitor associated impact.
- 3.2 There remains an ongoing challenge of balancing delivery of national priorities and financial constraints, against a backdrop of significant organisational change and potential future capacity constraints to drive appropriate planning, implementation and rigorous delivery.

4.0 Conclusion

- 4.1 Throughout the planning process the ICB has demonstrated a maturing role and approach to strategic commissioning through the production of a robust

strategic commissioning plan that is fully compliant with the national planning framework, and detailed 2026/27 Commissioning Intentions.

4.2 The plan has been developed during a period of significant transition for the NHS and for the ICB will continue to be iterated and updated throughout 2026/27 and beyond, in response to the changing policy, financial and operational landscape. Engagement and socialisation of the plan will be an important next step. The development of a public-facing, summary version of the plan will support this.

5.0 Recommendations

5.1 The Board is asked to:

1. Approve the final Five-Year Strategic Commissioning Plan
2. Approve 2026/27 Commissioning Intentions

Lisa Roberts

10 March 2026