

Integrated Care Board

Date of meeting	19 March 2026
Title of paper	Constitution and Board Membership
Presented by	Debra Atkinson Company Secretary / Director of Corporate Governance
Author	Debra Atkinson Company Secretary / Director of Corporate Governance
Agenda item	16
Confidential	No

Executive summary

The ICB board currently comprises 15 members, and a review of board composition has been undertaken in line with the Model ICB Blueprint.

In line with NHS England (NHSE) guidance to Integrated Care Boards (ICBs) on applications to amend their constitutions, the ICB submitted a proposal to change its constitution to reflect updates to Board Membership. This application was approved by NHSE in February 2026.

This report presents the changes for approval, with a Following this approval, with a recommendation that the changes take effect from 1 April 2026.

Public and Stakeholder Engagement

- Engagement and formal consultation with existing incumbent Executives
- Wider staff engagement on executive portfolios and target operating model
- Discussions with key partners and stakeholders

Recommendations

The board is asked to:

- Note the submission to NHS England to vary the constitution, and its approval.
- Approve the changes to the Board Membership from 1 April 2026.
- Approve publication of the amended Constitution with effect from 1 April 2026.

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
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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	
Private Meetings of the ICB board	As outlined within the report		As outlined within the report	
Conflicts of interest associated with this report				
N/A				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed	✓			
Equality impact assessment completed	✓			
Data privacy impact assessment completed			✓	
Report authorised by:	Debra Atkinson Company Secretary / Director of Corporate Governance			

Integrated Care Board – 19 March 2026

Constitution and Board Membership

1. Introduction

- 1.1. In line with NHS England (NHSE) guidance to Integrated Care Boards (ICBs) on applications to amend their constitutions, the ICB submitted a proposal to change its constitution to reflect updates to Board Membership. NHSE approved this application in February 2026.
- 1.2. Following NHSE approval, the amended Constitution is presented to the Board for ratification, with a recommendation that the changes take effect from 1 April 2026.

2. Board Membership

- 2.1. The ICB board currently comprises 15 members, supported by attendance from several regular participants. A review of board composition has been undertaken in line with the Model ICB Blueprint, and the key changes are summarised below.

2.2. Executive Members

- 2.3. At present, the Board has three Executive Members (in addition to the Chief Executive Officer):

- Chief Finance Officer
- Medical Director
- Chief Nurse

- 2.4. As part of the ICB's response to the Model ICB Blueprint, the Strategic Commissioning Framework and the transition to a new target operating model, a review of executive portfolios has been undertaken. This review results in changes to executive roles and executive board membership.

- 2.4. The revised executive portfolios establish clear accountabilities aligned with the Strategic Commissioning Framework and delivery of the ICB's vision and medium-term plan.

- 2.5. To ensure shared accountability, all five executives will be members of the unitary board.

- 2.6. **From 1 April 2026** the five Executive Members are:

- Chief Finance Officer
- Chief Nurse
- Medical Director
- Chief Commissioning Officer

- Chief Strategy and Planning Officer
- 2.7. The ICB remains committed to moving to a single Chief Clinical Officer model, replacing the Medical Director and Chief Nurse roles. Recruitment for this new role will commence in Autumn 2026/27. Until then, the Medical Director and Chief Nurse roles will continue to ensure strong clinical and care professional leadership.
- 2.8. Partner Members
- 2.9. Since establishment, the Board has had four Partner Members – three as required in legislation and an additional Partner Member for NHS Trusts Mental Health Services. The ICB has reviewed its Partner Members to include two additional members:
- An additional Local Authority Partner Member (alongside the existing Local Authority Partner Member)
 - A Partner Member – Voluntary, Community, Faith and Social Enterprise Sector
- 2.10. These additional partner members will further strengthen the sectorial expertise and enhance board decision-making. A nominations and appointment process is underway, with both new Partner Members expected to assume their roles from 1 April 2026.
- 2.11. These changes will increase board membership of 19 members, enabling the ICB to move away from a number of regular participants. Constitutional changes arising from this update are as follows:
- Section 2:
- 2.2 Board membership
 - 2.3 Regular Participants
- Section 3:
- 3.8 Partner Members – local authorities
 - 3.9 Partner Member – VCFSE
 - 3.12 Chief Commissioning Officer
 - 3.13 Chief Strategy and Planning Officer
- Appendix 1: Definitions of terms used
- Partner Member VCFSE
- Appendix 2: Standing Orders
- 4.7 Quorum
- 2.12. The constitution with highlighted changes can be viewed in full at Appendix A.

3. Recommendations

3.1. The board is asked to:

- Note the submission to NHS England to vary the constitution, and its approval.
- Approve the changes to the Board Membership from 1 April 2026
- Approve publication of the amended Constitution with effect from 1 April 2026.

Debra Atkinson

Director of Corporate Governance / Company Secretary

March 2026