

Integrated Care Board

Date of meeting	9 July 2026
Title of paper	Lancashire and South Cumbria Clinical Strategy
Presented by	Andy Knox, Acting Co- Medical Director
Author	Jessica Williams, Strategic Commissioner (Interim)
Agenda item	13
Confidential	No

Executive summary

The Clinical Strategy is presented to Board for consideration as part of the drive to shape the role of the ICB as a strategic commissioner. This clinical strategy focusses on what is within the control and remit of the ICB (so not system wide) but ensure appropriate relationships and interdependencies are defined.

The Clinical Strategy is led by understanding what the Lancashire and South Cumbria (LSC) population health needs are now as well as in the future. It specifies how the ICB aims to address these and starts to define potential organisational principles/models to ensure we achieve our aims.

When presented today to the ICB Board, the Clinical Strategy is a stand-alone document. However, to ensure that it drives our wider strategic commissioning framework and directly informs commissioning decisions, should it be approved by Board, the clinical strategy will then be included within the revision of our 5-Year Strategic Commissioning Plan (5YSCP), likely to be required as part of NHS Planning Guidance 2027/28 (expected in September 2026).

The agreed timeline for the Clinical Strategy is 5+ years to be in line with 5YSCP. However, it needs to be acknowledged that many population/public health interventions take longer to come to fruition and so it is expected that many themes and strands will continue for longer. We will understand whether our Clinical Strategy has been successful by the medium and longer term positive impacts on our population, especially in regards to reducing inequalities.

Public and Stakeholder Engagement

As a strategic document, the primary audience is ICB Board and key strategic partners. Although the development work was carried out by an ICB led Task and Finish group, the draft has been reviewed by the ICB Commissioning Committee, ICB Quality and Outcomes Committee and shared with NHS partners.

Subject to ICB Board approval, to enhance reading and ensure it is user friendly, we will develop appropriate graphics and a summary to accompany the full strategy into the public domain.

Recommendations				
The ICB Board is requested to:				
- Note the content of the proposed Lancashire and South Cumbria ICB Clinical Strategy - Approve the Clinical Strategy for inclusion within future updates of the 5-Year Strategic Commissioning Plan and for publication				
Which Strategic Objective/s does the report relate to:				Tick
SO1	To improve population health and reduce inequalities through effective strategic commissioning.			✓
SO2	Commission high quality, safe and accessible services that deliver better and more equitable outcomes and patient experience.			✓
SO3	To develop and sustain the workforce, leadership and organisational capability required to operate as an effective strategic commissioner.			✓
SO4	Improved financial sustainability through directing available resources to deliver the greatest possible value.			✓
SO5	To deliver agreed national and local outcomes through a balanced focus on performance, improvement and long-term system resilience.			✓
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	
Clinical Strategy Task and Finish Group	April 2026		Comments incorporated	
Circulated to NHS Providers	April 2026		Comments received from LSCFT, LTH, UHMB supporting overall direction and suggestions to text.	
Commissioning Committee	10 May 2026		Comments included; •Stress what health/ICB can do and where we need to work with partners to improve agency •Consider inclusion of outcomes based commissioning and potential models for future (NB – not included due to ongoing work on population health outcomes) •Increased importance of mental and physical health •Acknowledgement of this being ICB strategy rather than providers although these need to converge •Include reference to public engagement	

Quality and Outcomes Committee	10 June 2026	Positive feedback from Committee. Requested tightening of role in developing strategic commissioning intentions (now in cover sheet as well as main document) and listed those with whom we have engaged. Minor suggested changes also included within text to ensure standardised language with NHS England priorities.
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Conflicts of interest associated with this report

None

Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:

Andy Curran, Acting Co-Medical Director

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Lancashire and South Cumbria Clinical Strategy

1. Introduction

- 1.1 Having a comprehensive and clear Clinical Strategy is good practice for all ICBs. This should drive our strategic commissioning and enable understanding of the impact of ICBs through the continued assessment of population health improvements.
- 1.2 At present, the Clinical Strategy is a stand-alone document and needs to be read in this context. However, to ensure it directly informs future commissioning decisions, should this strategy be approved by Board, it will be included within the revision of our 5-Year Strategic Commissioning Plan (5YSCP), required as part of NHS Planning Guidance 2027/28 (expected in September 2026).

2. Clinical Strategy

- 2.1 Please see attached. The Clinical Strategy, subject to approval by the ICB Board will be baked into LSC 5YSCP and therefore all future strategic commissioning intentions.

3. Conclusion

- 3.1 Following review by the Commissioning Committee, the draft Clinical Strategy was shared with NHS Providers and Primary Care leadership for comments. Feedback received was incorporated and then reviewed by the Quality and Outcomes Committee. Following positive comment at this committee, the clinical strategy is now presented to the ICB Board for approval.
- 3.2 Subject to Board approval, the ICB communications and engagement team are primed to ensure the Clinical Strategy is suitable as a public facing document. As well as inputting graphics to illustrate the main document, a one page summary will be produced to illustrate key points.

4. Recommendations

- 4.1 The ICB Board is requested to:
 - Note the content of the proposed Lancashire and South Cumbria ICB Clinical Strategy
 - Approve the Clinical Strategy for inclusion within future updates of the 5-Year Strategic Commissioning Plan and for publication

Jessica Williams
15th June 2026