Lancashire and South Cumbria Integrated Care Board

Integrated Care Board

Date of meeting	5 November 2026
Title of paper	ICB Performance Report
Presented by	Alex Heritage, Chief Strategy & Planning Officer
Author	Glenn Mather, Neil Holt and Damian Nelson (Performance Team); Simon Bradley (Quality Team); Julia Westaway (Population Health Team)
Agenda item	12
Confidential	No

Executive summary

The Integrated Care Board (ICB) has statutory responsibilities for NHS commissioned services across Lancashire and South Cumbria (L&SC) and will be held to account by NHS England (NHSE) for system delivery against key constitutional performance and quality targets.

The narrative outlines current performance against a number of key NHS metrics, focused on quality and safety initiatives and health inequality goals that are reported through the Performance Report. The focus metrics were identified using statistical process control (SPC) charts as demonstrating 'special cause variation' or where the current position appears to be adrift of planned performance.

Information has been included at a Population Commissioning Footprints for our four 'Places' to provide a high-level view of demographic and socioeconomic indicators. These profiles are the first iteration and are being developed with commissioning leads.

In addition, a spotlight on employment indicators has been included to report on the wider determinants that impact on the health of our population.

The period covered within the report is August 2026 to September 2026 and is structured under domains, focusing on metrics identified within the NHS Operating Plan 2025-26 / Medium Term Plan 2026-29 along with other key supporting measures.

The system remains subject to on-going pressure and high demand across all service areas, both in hospital and within the community. Overall, system performance remains under sustained pressure, with some areas performing well against plan or relative to regional and national benchmarks, but material challenges persist in elective recovery, diagnostics, cancer performance and primary care capacity.

Continued focus is required on recovery trajectories to support delivery in H2 (October – December 2027), long waits, workforce constraints and reducing unwarranted variation across providers and services.

The development of the Integrated Performance Report has entered in to phase 2 of 3. A high level transition plan has been included to share the actions, timelines and progress made.

Public and Stakeholder Engagement

The ICB works with provider and partner colleagues to consider patient experience and public feedback on individual services within each organisation. ICB programmes of work related to the key performance metrics included in this report consider patient and resident voices, public engagement and involvement and patient experience as an important aspect of service or performance improvement.

Recommendations

The Board is asked to note the report along with the delivery risks and recovery actions.

Which Strategic Objective/s does the report contribute 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
Executive Committee	27 October 2026	Approved
Quality & Outcomes Committee	28 October 2026	Noted the report along with the delivery risks and recovery actions

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:	Alex Heritage, Chief Strategy & Planning Officer