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David Flory, Chair  
NHS Lancashire and South Cumbria Integrated Care Board

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27 July 2023

By email

Dear David

**Re; Annual assessment of *NHS Lancashire and South Cumbria* Integrated Care Board's performance in 2022-23**

**I am writing to you pursuant to Section 14Z59 of the NHS Act 2006 (Hereafter referred to as "*The Act*"), as amended by the Health and Care Act 2022. Under the Act NHS England is required to conduct a performance assessment of each Integrated Care Board (ICB) with respect to each financial year. In making my assessment I have considered evidence from your annual report and accounts; available data; feedback from stakeholders and the discussions that my team and I have had with you and your colleagues throughout the year.**

This letter sets out my assessment of your organisation's performance against those specific objectives set for it by NHS England and the Secretary of State for Health and Social Care, its statutory duties as defined in the Act and its wider role within your Integrated Care System across the 2022/23 financial year.

I have structured my assessment to consider your role in providing leadership and good governance within your Integrated Care System as well as how you have contributed to each of the four fundamental purposes of an ICS. For each section of my assessment, I have summarised those areas in which I believe your ICB is displaying good or outstanding practice and could act as a peer or an exemplar to others. I have also included any areas in which I feel further progress is required and any support or assistance being supplied by NHS England to facilitate improvement.

In making my assessment I have sought to take into account the relative infancy of ICBs, having only been statutory bodies for nine months of the 2022/23 financial year. I am also mindful of the developing local strategic aims of ICS' set out in the Integrated Care Strategy for your system and articulated through your recently published Joint Forward Plan.

I thank you and your team for all of your work over the 2022/23 financial year in what remain challenging times for the health and care sector and I look forward to continuing to work with you in the year ahead.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Barker', enclosed within a thin black rectangular border.

**Richard Barker CBE**  
**Regional Director (North West)**

cc; Kevin Lavery, Chief Executive Office

## **Section 1: System leadership.**

In the year when becoming established on a statutory footing the ICB has put in place governance structures to support Board oversight of quality and safety and the ongoing focus of improvement in this area. These arrangements are outlined in detail in the Annual Report and have been described to us in our regular assurance meetings. These committee's include partner members from the wider Health and Social Care system. We note that the Board also includes professional leadership from Medical and Nursing perspective, ensuring the Board is able to take appropriate advice.

## **Section 2: Improving population health and healthcare.**

The annual report contained an extensive section regarding performance, the ICB has tracked the progress of the LSC service providers against national outcomes indicators and ensured that patient rights within the NHS Constitution were maintained. An example of this is the elimination of 104 week waits, a reduction in 78 week waits and plans to eliminate 65 week waits by March 2024. Improvement in Diagnostic performance, however, Endoscopy remains the most challenged area. Urgent and Emergency care continues to be challenged; however, performance exceeds the national average and plans are in place to meet the planning requirement to deliver 76% of patients seen and discharged within 4 hours of arriving in an accident and emergency service.

The annual report describes how the Lancashire and South Cumbria's Quality Committee provides the ICB with assurance that it is delivering its functions in a way that secures continuous improvement in the quality of services. It does this against each of the dimensions of quality set out in the Shared Commitment to Quality and within the Health and Care Bill 2021. This includes reducing inequalities in the quality of care.

The annual report demonstrates how the ICB, utilising the Statutory guidance for working with people and communities published in July 2022, has established a Public Involvement and Engagement Advisory Committee to ensuring the voice of local people and residents is actively embedded and valued in decision making. You described how the ICB has endorsed a strategy for working with people and communities which describes an ambition to develop robust and trusted relationships which empower our citizens and communities and enable a change in culture and behaviours.

## **Section 3: Tackling unequal outcomes, access and experience.**

The annual report details a wide range of work targeting unequal outcomes, I note action on prevention and improve population health is a cross-cutting priority for the ICB.

Recommendations from the report A Hopeful Future: Equity and the social determinants of health in Lancashire and Cumbria have helped to shape the ICB work programme and the ICP's proposed Integrated Care Strategy.

The ICB is focused on driving down the inequalities in access, outcomes and experience for people in Core20plus communities in relation to the clinical priorities set out in the national Core20plus5 guidance for adults and children and through working in place-based approaches with people and their communities.

## **Section 4: Enhancing productivity and value for money.**

The annual report details the financial performance of the ICB over the 9 months since the ICB was formed. The ICB remained within its cash limits and within its capital resource limit, the ICB also maintained within its running cost allowance. Overall, the ICB realised savings of £26.2m, with the shortfall having been covered by unplanned underspends in some areas and other mitigations to ensure a breakeven position could be reported. The year ahead is

already proving challenging from a financial aspect, with the need for all partners to work together to identify the recurrent savings needed to place the system on a more sustainable footing. The assessment of these duties will be a key aspect of future years assessments. We encourage the ICB to start to develop their medium term financial plans outlining how system clinical ambitions are to be achieved in a sustainable manner.

The annual report describes how the ICB has facilitated digital and other innovations for patients and the public. This includes for example, 'Chatbot' a digital solution to help manage waiting lists, Virtual wards to help manage the pressure on inpatient facilities and new ways to reduce the risk of Type 2 diabetes.

### **Section 5: Helping the NHS support broader social and economic development.**

The ICB continues to work with providers and place-based partners to embed anchor approaches and share good practice and pursue opportunities for joint working.

The ICB, has a key role in reducing emissions, influencing providers, and building healthier communities. The LSC ICB Green Plan was published in March 2023 and outlines how the ICB will support NHS England and the UK government in fulfilling the emission goals. The ICB plans to work much closely with other public services as well as voluntary and private sector providers to share learning and ensure we develop a joined-up approach to sustainability in Lancashire and South Cumbria.

### **Conclusions**

2022/23 has been a year of transition and in making my assessment of your performance I have sought to fairly balance my evaluation of how successfully you have delivered against the demands of establishing your new organisation.

The key statutory duties have been delivered, but there are many challenges for the year ahead. The focus of the ICB should be on driving continued improvement in access to services, both physical and mental health, and in both primary and secondary care. However, this must be done with a relentless focus on productivity and value for money.

I ask that you share my assessment with your leadership team and consider publishing this alongside your annual report at your Annual General Meeting. NHS England will also publish a summary of the outcomes of all ICB performance assessments as part of its 2022/23 Annual Report and Accounts.