



North East and
North Cumbria

Transition to Strategic Commissioning

Update for partners

July 2026

Transition to strategic commissioning...

- Staff consultation on the new structure and operating model has concluded; final design approved
- Implementation of operating model and new ways of working underway, with new executive team arrangements effective from **4 May 2026**
- Streamlined operating model positions the ICB as a strategic commissioner focused on outcomes, value and impact
- Commissioning through multi-professional teams, supported by stronger insight, strategy and policy capability
- Place partnerships move to locally led governance from April 2026, with the ICB retaining strategic oversight of these and statutory responsibilities

Ways of working framework...

- Sets out how the ICB will operate in future in strengthened strategic commissioning role
- Provides a consistent, enabling framework across the organisation with simplified governance
- Reduced ICB Board to minimum legislative requirements
- Small number of Board committees with clear delegation - Strategic Commissioning Assurance Committee and ICB Leadership Committee
- Fewer decision-making layers
- Removal of place committee arrangements
- Strong assurance and accountability maintained
- Relational place-based commissioning director role retained
- Teams will work across the NENC footprint alongside some supporting smaller geographical grouped footprints

Place based arrangements...

- ICB led place committees finished in March 2026; from April 2026 place partnerships sit outside ICB governance, shifting to locally led delivery
- Local partners (local authorities, NHS providers, primary care, VCSE) have opportunity to lead place delivery through jointly agreed governance
- ICB remains a strategic partner - commissioning for outcomes, providing oversight, ensuring system coherence
- Health & Wellbeing Boards strengthen strategic leadership on prevention and population health, with the ICB remaining as a statutory partner

This means:

- Decisions taken closer to communities through stronger place-based leadership
 - Faster neighbourhood service integration
 - Reduced system bureaucracy and duplication
 - Maintained strategic alignment across the system
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Executive team appointments...

Fully recruited executive team – effective **4 May 2026**:

- Chief Executive – **Sam Allen**
- Chief Nurse – **Dr Hilary Lloyd**
- Chief Medical Officer – **Dr Neil O'Brien**
- Chief Finance Officer – **David Chandler**
- Chief Operating Officer – **Jacqueline Myers**
- Chief Corporate Officer – **Claire Riley**

Chief officers provide overarching professional leadership and statutory accountability

Central Neighbourhood Team appointments...

Central Neighbourhood covers Durham, South Tyneside and Sunderland

- Director of Commissioning - **Lynn Wilson**
- Deputy Director of Commissioning - **Anya Paradis**
- Clinical Leads Central – **Dr David Cummins & Dr James Carlton**

Place based directors and team maintain strong links between the ICB and local systems, supporting collaboration with local authorities, providers, primary care and the VCSE sector

Other Directors of Commissioning for Central Neighbourhood services:

- Secondary Care South Alliance - Craig Blair
- Mental Health, Learning Disabilities and Neurodivergence - Peter Rooney

Central Neighbourhood Team Areas of Focus for 26/27 for South Tyneside

We recognise the strong partnership arrangements that already exist in South Tyneside. During our first year as a new Central Neighbourhood Team, our priorities are to:

- Continue work on implementing Neighbourhood Health Plans, by supporting work on Biddick Hall and Hebburn Central. Build on existing schemes and ensure they are working optimally.
 - Understand the Better Care Fund schemes and services and ensure continued VFM
 - Develop and roll out the SEND Local Area Reform Plan with partners and support inspection readiness prep (due Autumn 2026)
 - Work with CQC, and partner organisations where appropriate, to identify and effect improvements in primary care provision
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Central Neighbourhood Team Areas of Focus for 26/27 for South Tyneside

- Support STSFT to improve services for patients. This includes a review of services such as women's health and children's health that could be best suited to be delivered in community venues and neighbourhood health centres
 - This will be done by, working with partners and agreeing the use of "left shift" funding to increase and improve community and primary care-based services
 - Managing winter pressures and identifying opportunities to provide high quality health care in community and primary care settings where appropriate
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