

13 January 2026

Lancashire and South Cumbria
VCFSE Alliance leaders

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By email

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Dear colleagues,

As we enter 2026, it is clear the NHS in Lancashire and South Cumbria is entering a period of transition and I want to make sure we approach this in the best possible way and in collaboration with our partners. NHS Lancashire and South Cumbria ICB has a critical role to play as a strategic commissioner in the health and care system. The ICB exists to improve the health of 1.8 million people, reduce inequalities and improve access to more consistent, high-quality care. The organisation remains accountable for £5.5 billion of public resources to fulfil these duties and improve health and healthcare now and in the future.

I would like to share with you an Operating Model narrative which aims to tell more of a story about the vision for our organisation, what our objectives are likely to be and how we are going to set ourselves up to be successful in the future. This has been developed with involvement of many partners over recent months.

There is a clear aim as an organisation to work more closely with partners to deliver the 10-Year Health Plan including VCFSE, local government, primary care, NHS trusts, independent sector providers and our local communities.

The narrative builds on previous work in our health and care system. It explains how we plan to commission at system, place, and neighbourhood levels, strengthen partnerships with local authorities and the voluntary, community, faith and social enterprise sector, and align our organisation to the three shifts set out in the national 10-Year Health Plan.

It is intended to be a conversation starter, and I expect this will continue to iterate and develop over the coming months as we develop our thinking and engage with you and other partners. I expect there will be areas of the organisation which will continue to develop throughout 2026/27 and beyond as we look for further opportunities to work in collaboration to improve services for our communities.

I will work with Jane Cass to consider how we have further discussions about this over the coming weeks with the VCFSE Alliance and create opportunities for hearing your views.

Yours faithfully,



Aaron Cummins
Chief executive
NHS Lancashire and South Cumbria ICB