

12 March 2026
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Dear colleagues,

As you will know, we have been progressing changes to our organisational structure and ways of working as part of our transition to a more focused role as a strategic commissioner for our region. I am writing to confirm that we have now concluded the staff consultation on these proposals. The feedback and insight shared by colleagues throughout the process has been constructive and valuable, helping us strengthen both our organisational structure and our new operating model.

Following consultation, the final structure has now been approved and we are moving into implementation. This will take place over the coming months with new arrangements taking effect from 04 May 2026.

Our new executive team will be:

- 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

Our operating model sets out a clearer and more streamlined organisation focused on the role the ICB is uniquely placed to play as a strategic commissioner.

Commissioning will be organised more transparently by sector, with multi-professional teams responsible for commissioning. Our teams will work as a single commissioning function focused on outcomes, value and impact for our population.

Alongside this, we are strengthening our insight, strategy and policy capability to support population health intelligence, long-term planning and evidence led decision making. Our new ways of working will support more integrated leadership across the commissioning cycle, with simpler governance arrangements, clearer delegation and fewer decision making layers.

Partnership working will remain central to how we operate. As place partnerships evolve, local partners will increasingly lead delivery and governance arrangements for integrated care and neighbourhood models. ICB led place committees will conclude at the end of March 2026, with place partnerships moving to locally led governance arrangements from April.

The ICB will remain a strategic partner, setting outcomes, commissioning for impact while continuing to work closely with partners across place and neighbourhoods. Importantly, the neighbourhood director will maintain strong links between the ICB and local systems and supporting collaboration with local authorities, providers, primary care and the VCSE sector.

Our commissioning director team will be:

- Deputy Chief Operating Officer - Levi Buckley

Directors of Commissioning:

- Neighbourhood North and North Cumbria - Rachel Mitcheson
- Neighbourhood Newcastle Gateshead and GPOD - Martin Short
- Neighbourhood Central - Lynn Wilson
- Neighbourhood South - Karen Hawkins
- Secondary Care Northern Alliance - Paul Turner
- Secondary Care South Alliance - Craig Blair
- Mental Health, Learning Disabilities and Neurodivergence - Peter Rooney

We will also maintain a strong focus on our statutory responsibilities, including safeguarding, SEND, continuing care, quality oversight and emergency preparedness, ensuring robust assurance arrangements remain in place.

Importantly, this transition is being carefully managed to maintain continuity, stability and assurance for the system and the communities we serve. While some aspects of how we organise ourselves are changing, our shared ambition to improve population health and reduce inequalities, and our commitment to partnership working, remain unchanged.

Thank you again for the support you have shown to our staff throughout this period of change and I know you will remain mindful that some colleagues will be starting to exit the organisation through voluntary and compulsory redundancy over the next few weeks and months. We will continue to keep partners informed as implementation progresses and look forward to continuing to work with you and your teams.

Yours sincerely,



Samantha Allen
Chief Executive