

NHS Transformation – Leicester, Leicestershire & Rutland and Northamptonshire Clustering 2025/26

Leicester Health and Wellbeing Board 25/09/2025

Draft v1.2 / 15 Aug 2025

NHS Leicester, Leicestershire and Rutland is the operating name of
Leicester, Leicestershire and Rutland Integrated Care Board

A proud partner in the:



**Leicester, Leicestershire
and Rutland**
Health and Wellbeing Partnership

Background

Changes to the NHS nationally announced earlier this year involve the integration of NHS England and the Department for Health and Social Care.

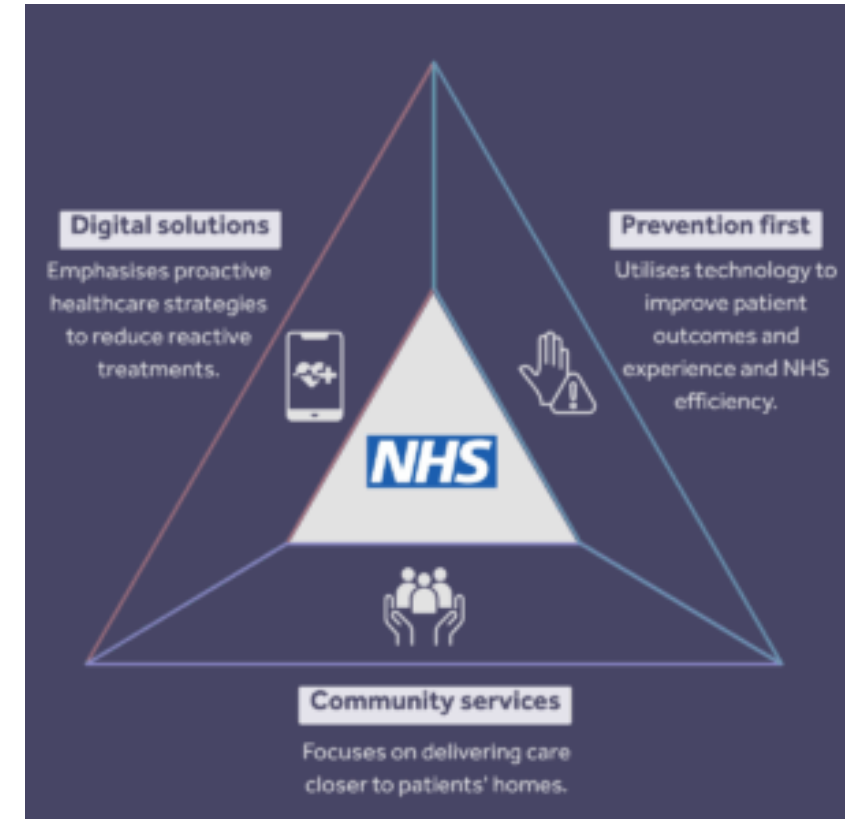
The aim is for a leaner, simpler NHS with clear roles, accountability and focus on prevention.

The plan sets out a vision to guarantee the NHS will be there for all who need it for generations to come – shaped by public, patients and partners and health and care workforce.

As part of these plans Integrated Care Boards (ICB) functions and geography are to change with the aims of:

- reducing management costs
- focussing more money on the front-line

All ICBs are being asked to significantly reduce running costs, assume different responsibilities and focus more on their role as a 'strategic commissioner'

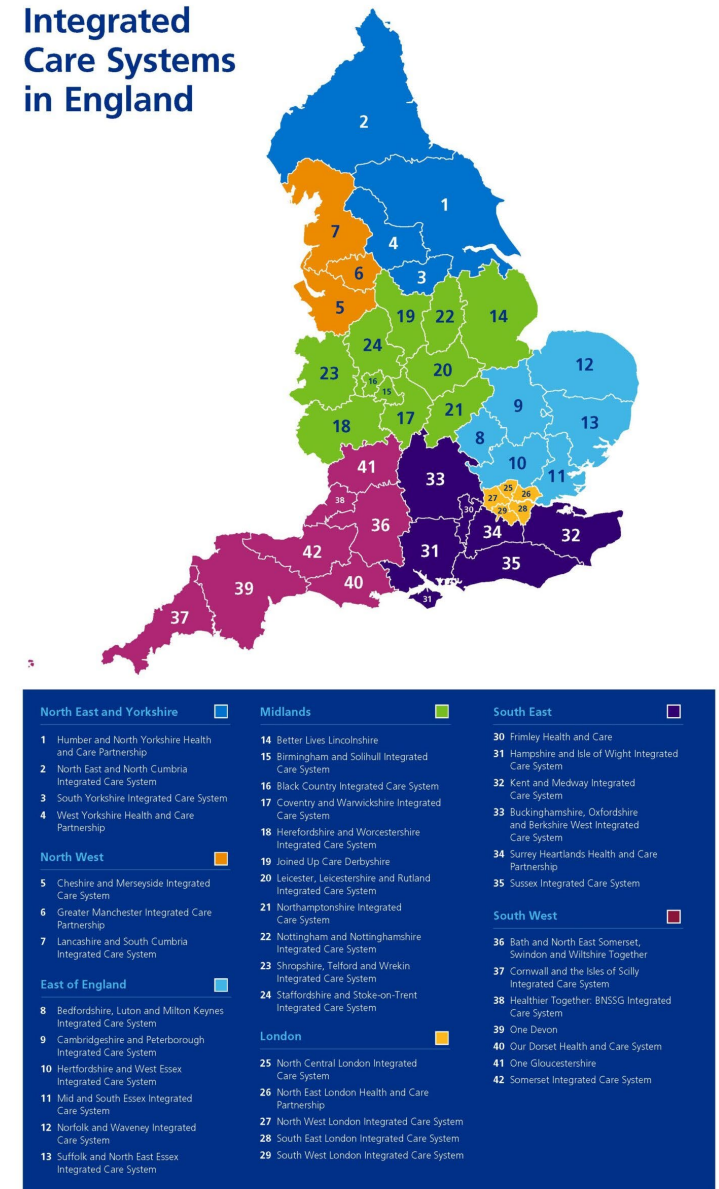


National context

NHS Clustering Across England

- As part of a national plan a number of ICBs will be working together as clusters. There will be 26 of these across the country.
- NHS England and government ministers have approved our new cluster which covers Leicester, Leicestershire and Rutland (LLR) and Northamptonshire
- National confirmation of clusters

Integrated Care Systems in England



What clustering means

LLR and Northamptonshire ICBs remain separate statutory bodies

Working in partnership

However over time they we will work as one cluster with

- Single Board Governance
- Unified Leadership Team
- Shared staffing structure



**Leicester, Leicestershire
and Rutland**



Northamptonshire
Integrated Care Board

Building a transformational cluster between NICB and LLR ICBs provides us the opportunity to drive forward the Ten-year-Plan within our communities and neighbourhoods, continue to improve health outcomes, while at the same time rise to the very real financial challenges we face.

We are still at the early stages of building this cluster and there are still many details yet to be finalised including how individual functions - such as CHC, Safeguarding and SEND to name but a few - will operate within it.

Leadership and Transition



Toby Sanders –
Interim Chief
Executive for LLR
ICB and permanent
Chief Executive for
Northamptonshire
ICB



Paula Clark–
Interim Chair
across both
ICBs from 1
July

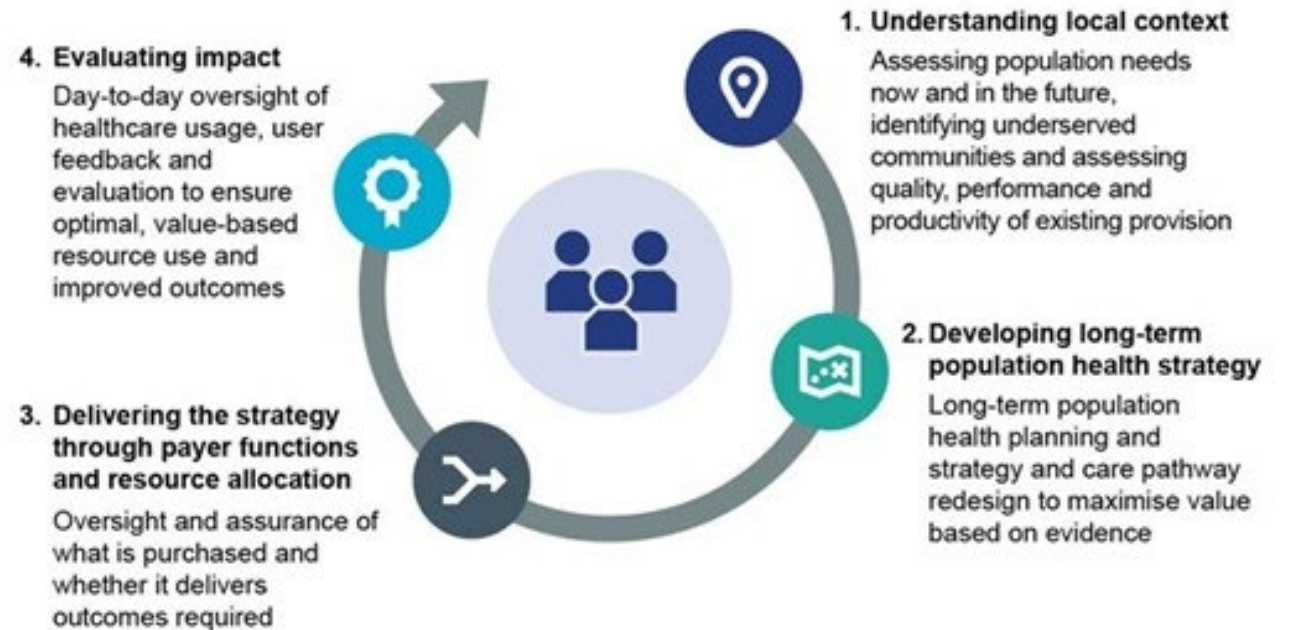
Permanent leadership roles are pending national approval

These roles are central to shaping our future operating model, providing continuity and stability during this period of change. We are now developing our structure and implementation plan, aligned with the national Model ICB Blueprint that was published in May.

Model ICB Blueprint

- The Blueprint outlines the core roles and functions that ICBs will be responsible for with a significantly reduced running costs budget – a 33% reduction for NHS LLR and 29% for NHS Northamptonshire.
- National work is also underway to clarify how the new NHS operating model will function, and more details are expected to follow.

Model ICB - System leadership for improved population health



Implications for patients and partners

PATIENTS

- Our focus remains on the health and wellbeing of our population
- Our priority is to continue to provide high quality care and reducing waits whether that is waits for:
 - Surgery
 - An ambulance
 - In an emergency department
 - Being discharged from hospital

PARTNERS

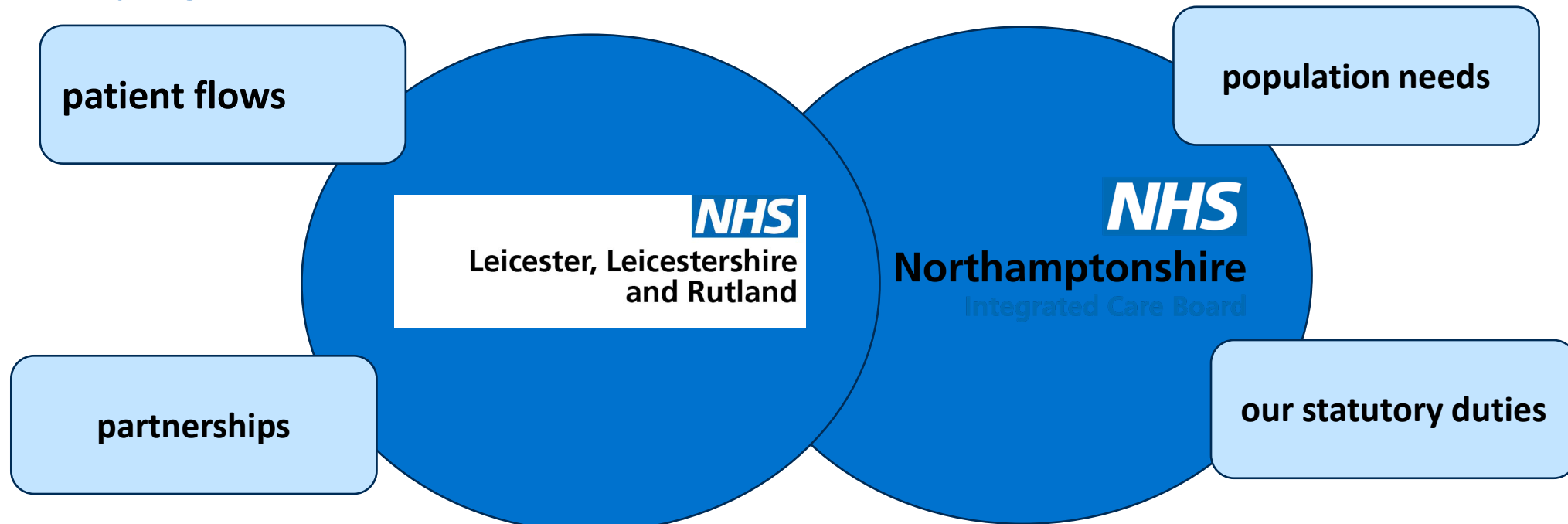
We will continue to work with:

- Local Authorities
- Voluntary Organisations
- Community leaders

This work will continue to make sure that services are designed and delivered around the needs of our communities – especially those who are most vulnerable or face health inequalities

Cluster design

- Designing a new cluster for LLR and Northamptonshire will need to meet population needs while reducing running costs
- Functions of the ICB are under review – what to keep, grow, reduce, transfer or stop
- Underlying all of the decisions are:





Next steps

- Cluster design work will continue and we will work with partners and share updates

Our overall priority is to service the populations in Leicester, Leicestershire and Rutland and Northamptonshire in the best possible way, working closely with and remaining accountable to all local health and care partners.

Useful links to find out more about the changes

[10 year plan](#)

[Easy Read](#) version of the plan

Video explaining the [vision](#)

Kings Fund – [CEO comment](#)



QUESTIONS