

Integrated Care Board

Date of meeting	22 May 2025		
Title of paper	Committee Escalation and Assurance Reports (a) Primary Care Commissioning Committee (b) Quality and Outcomes Committee (c) Finance and Contracting Committee (d) Public Involvement and Engagement Advisory Committee (e) Northwest Specialised Commissioning		
Presented by	ICB Committee Chairs: (a) Debbie Corcoran, Primary Care Commissioning Committee (b) Sheena Cumiskey, Quality and Outcomes Committee (c) Steve Igoe, Finance and Contracting Committee (d) Debbie Corcoran, Public Involvement and Engagement Advisory Committee (e) Jim Birrell, Non-Executive Member		
Author	Board Secretary and Committee Officers		
Agenda item	12		
Confidential	No		
Executive summary			
<p>This report highlights key matters, issues, and risks discussed at ICB committee meetings held since the last report to the Board on 19 March 2025 to alert, advise and assure the Board.</p> <p>Each summary report also highlights any issues, items referred or escalated to other committees or to the Board.</p> <p>Minutes approved by each committee to date are presented to the Board to provide assurance that they have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.</p> <p>Further to the review of the ICB Committees, which was approved at the ICB Board held on 19 March 2025, this report contains the final Triple A report and approved minutes of the Public Involvement and Engagement Advisory Committee, also the approved minutes from the last Primary Care Commissioning Committee.</p>			
Recommendations			
<p>The Board is asked to:</p> <ul style="list-style-type: none">• Note the Alert, Advise and Assure within each committee report and approve any recommendations as listed• Note the summary of items or issues referred to other committees of the Board over the reporting period• Note the ratified minutes of the committee meetings.			
Which Strategic Objective/s does the report relate to:			Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience		✓
SO2	To equalise opportunities and clinical outcomes across the area		✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees		✓
SO4	Meet financial targets and deliver improved productivity		✓
SO5	Meet national and locally determined performance standards and targets		✓

SO6	To develop and implement ambitious, deliverable strategies			✓
Implications				
	Yes	No	N/A	Comments
Associated risks		✓		
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Various committee meetings as listed within the report.	During December 2024, January, March and April 2025		To provide the Board of committee business during this period.	
Conflicts of interest associated with this report				
Not applicable.				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	
Report authorised by: ICB Committee Chairs				

Integrated Care Board – 22 May 2025

Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at ICB committee meetings held since the last report to the Board on 19 March 2025 to alert, advise and assure the Board.
- 1.2 Each summary report also highlights any issues, items referred or escalated to other committees or to the Board.
- 1.3 Minutes approved by each committee to date are presented to the Board to provide assurance that they have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.

2. Committee Reports and Approved Minutes

2.1 Primary Care Commissioning Committee

At the ICB Board held on 19 March 2025 the Triple A report from the last Primary Care Commissioning Committee held on 13 February 2025 was received.

Appendix A – Approved minutes of the Primary Care Commissioning Committee meeting held on 13 February 2025:

[https://www.healthierlsc.co.uk/application/files/6617/4713/2344/Item_12 - Appx A - Approved Minutes - Primary Care Commissioning Committee meeting held in public - 13.02.25 1.pdf](https://www.healthierlsc.co.uk/application/files/6617/4713/2344/Item_12_-_Appx_A_-_Approved_Minutes_-_Primary_Care_Commissioning_Committee_meeting_held_in_public_-_13.02.25_1.pdf)

2.2 Quality and Outcomes Committee

Further to the revised ICB committee structure being approved at ICB Board held on 19 March 2025 approval was given to the establishment of a Quality and Outcomes Committee.

This reporting period pertains to the previous ICB Quality Committee.

Date: 26 March 2025		Chair: Sheena Cumiskey
Key items discussed		
Item or issue	Issue	Action
Alert		
Quality Impact Assessments	Committee have previously approved the policy and process in the ICB for completing QIAs, but it was noted that this process is not yet fully embedded so cannot be assured that robust EQIAs are underpinning commissioning and planning decisions.	CNO to work with PMO and other teams to further drive use of EQIAs. Assurance report to be presented to the Quality and Outcomes Committee at its next meeting.

Histopathology	Backlog of cases at ELHT remains a challenge, with some confirmed moderate harm and the suspension of UKAS accreditation due to backlog. A lot of action is being taken but the committee was still not assured of the impact and a sustainable solution.	Keep action open and committee keen to seek to understand what action is being taken to sustain improvements and for assurance regarding Duty of Candour with patients.
Advise		
Acute, mental health and NWAS providers	Update reports were received relating to acute, mental health and NWAS providers. Committee were concerned about the diagnostics 6-week target which appeared to be not being met by any provider with one trust very low. However, following the meeting the ICB Diagnostic lead fed back that this is an improving picture and performance is on an upward trajectory and is being monitored monthly.	Committee to seek further assurance on diagnostic performance and on any evidence of impact on patient safety and outcomes.
Risk management update	Committee received an update on the BAF sections pertinent to the committee and there was a robust discussion regarding the BAF-002 health inequalities risk, the proposal to reduce the risk score to 12 was noted.	Population health team to continue leading on inequalities work and to ensure in some of the areas of challenge that there is more focus on prevention and inequalities.
South Cumbria Neurology Services	Committee received an update regarding neurology services in South Cumbria which had previously been an alert to board. An independent provider had been secured to provide the service from 1 April 2025, to be fully assured will require monitoring of the impact of this new service.	Quality and Outcomes Committee to receive an update report in 4 months to provide assurance around the service. In the interim any issues would be escalated.
Patient Safety Report	Committee received an update regarding ongoing implementation of PSIRF. Three more small providers policies and procedures were approved and number who had not submitted PSIRF policy had fallen to 6. MIAA were undertaking an audit on PSIRF for the ICB and providers in Lancashire and South Cumbria. On receipt of the outcomes, both the system and ICB positions would be reported to the committee. Legacy serious incidents were included within the report and the ICB is working with each Trust with an aim to fully close each case, it was felt one trust may struggle to achieve this.	Committee to receive an update in three months.
Assure		
Acute, mental health and NWAS providers	Committee were assured that the quality visits to urgent and emergency care (UEC) pathways at the 4 Lancashire and South Cumbria trusts had now been completed. The visits were in response to the NHS England letter seeking assurance on	It was noted that although there was nothing to escalate in relation to the national picture, each trust now had an action plan in

	pressured services.	response to findings and recommendations.
Alignment of community services for Blackburn with Darwen and E Lancashire	ICB Board had previously approved a transaction between two trusts that involved moving services and had asked the Quality Committee to receive an assurance update in 6 months. Committee received a detailed 6-month post-transfer update which was reported to have embedded well.	Committee were assured. Performance would continue to be monitored through monthly integrated contracting meetings.

- **Appendix B** – Approved minutes of the Quality Committee meeting held on 22 January 2025: https://www.healthierlsc.co.uk/download_file/11627/13857
- **Appendix C** – Approved minutes of the Quality Committee meeting held on 26 March 2025: https://www.healthierlsc.co.uk/download_file/11628/13857

2.3 Finance and Contracting Committee

Further to the revised ICB committee structure being approved at ICB Board held on 19 March 2025 approval was given to the establishment of a Finance and Contracting Committee.

The Triple A from the previous Finance and Performance Committee held on 12 March 2025 was presented as a verbal update to the Board held on 19 March 2025 and is detailed below for completeness.

Date: 12 March 2025		Chair: Roy Fisher
Key items discussed		
Item or issue	Issue	Action
Alert		
Projected Outturn	The projected outturn at month 10 after deficit funding is a £166m overspend by Providers and a £20m overspend by the ICB. In respect of the ICB work is continuing with a view to delivering a balanced year-end position.	Board to note.
2025/26 Efficiency Savings	Given national targets, convergency funding adjustments and the need to repay past deficits, the L&SC NHS system needs to deliver a 3% efficiency saving next year just to stand still. Addressing the underlying deficit will therefore require even further efficiencies.	Board to note.
Advise		
All Age Continuing Care (AACC)	Noting the significance of AACC to the ICB's net financial position and the need to oversee quality, it was agreed that consideration be given on how best to report into assurance committees and the Board.	Discussions to take place outside meetings with a view to reporting back to the next cycle of meetings.
Capital Planning	The committee highlighted the need to assess the implications of the deferral of the New Hospitals Programme on the use of discretionary capital allocations.	Further discussions to be held at a future Finance and Performance Committee meeting.
18 week waiting times	The 2025/26 Planning Guidelines state that 65% of patients should wait no longer than 18	Board to note.

	weeks for treatment by 31 March 2026. The ICB's current performance on this new target is 60.5% so further progress will be required in the new year.	
Assure		
Business Case Process	Subject to minor changes, the committee supported the proposed new Business Case Process.	Board to endorse the adoption of the Business Case Process.

Date: 15 April 2025	Chair: Steve Igoe
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Key items discussed

Item or issue	Issue	Action
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Alert

System financial position	Whilst the 2024/25 system revised position was achieved this was only possible through the use of substantial non-recurrent items and deficit funding which should not be planned for on a continuing basis.	ICB Board to note.
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2025/26 Operational Plan	The 2025/26 plan is taking shape, however, it needs to address fully and in a timely basis the full and executable cost savings required to hit the waste reduction and cost saving targets, ensuring that all such savings are recurrent in nature.	Committee to receive regular updates as part of the financial position and forecast update, in order to provide assurance to the ICB Board.
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2025/26 Contracts	Current contractual relationships for 2025/26 are based on implied contract terms. These need to move to a substantive footing as soon as possible.	ICB Board to note.
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2025/26 Financial Outcomes	Key risks to achieving the 2025/26 outcome throughout the meeting related to the achievement of cost reductions in All Age Continuing Care (AACC), waste reduction programmes/QIPP and the ability to commission activity on a timely basis. The achievement of all of these targets being vital to the achievement of the required 2025/26 outcome.	Committee to receive regular updates as part of the financial position forecast and update, in order to provide assurance to the ICB Board.
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Advise

Cash	The ICB was able to conduct its required cash transactions following the receipt of cash from the centre in Month 11. Cash continues to be a stress across the system.	Committee to receive regular updates as part of the financial position forecast and update, in order to provide assurance to the ICB Board.
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Capital	The required capital programme of £139.5m was achieved although a note was made of the back loading of this with 28% coming through in month 12.	Committee to receive regular updates as part of the financial position forecast and update, in order to provide assurance to the ICB Board.
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Unidentified Cost Savings	Cost savings for 2025/26 are required of £134m. To date roughly £74m of this total remains unidentified and needs to be set out in detail as a matter of urgency.	Committee to receive regular updates as part of the financial position forecast and update, in order to provide assurance to the ICB Board.
Terms of Reference	Since ICB Board approval of the Terms of Reference, the role of Deputy Director of Operational Finance has been added as a regular participant.	ICB Board to note.
Assure		
System Finances	The system delivered its agreed 2024/25 outcome although as noted above only through the use of substantial sums related to non-recurrent items and deficit funding.	ICB Board to note.
2024/25 Annual Accounts Going Concern Assessment	The committee discussed the rationale for the creation of the year end accounts on a going concern basis and supported the recommendation that the ICB's 2024/25 accounts be prepared on the basis of it being assessed as having a going concern status.	Approved the recommendation that the accounts for 2024/25 financial year are prepared on a going concern status.
Review of Risks	<p>The Committee discussed the BAF risks of which this committee has oversight and confirmed they were still relevant and scored appropriately. Two further risks were discussed and felt to be worthy of specific discussion on an ongoing basis given their fundamental impact on the ICB and its agreed financial outcomes for 2025/26, specifically:-</p> <ul style="list-style-type: none"> • The achievement of cost reductions related to All Age Continuing Care <p>Successful achievement of Commissioning outcomes on a timely basis.</p>	<p>The Committee agreed that as a matter of course it would undertake a deep dive into one risk per meeting, the first being those risks associated with All Age Continuing Care at the next meeting. A schedule of deep dives will be presented to the committee when it next meets on 20th May.</p> <p>The committee will receive its final business plan for approval at the next meeting which will include the reporting of commissioning outcomes.</p>
Future ICB Board Assurance	The committee agreed that future meetings would focus on future actions and the management of those in so far as they relate to the delivery of the final agreed 2025/26 financial plan. As a result the committee should be able to provide assurance to the ICB Board as required.	Detailed plans for All Age Continuing Care, QIPP and WRP, Cash and ultimately the 2025/26 financial outcome, to be presented to the committee to enable it to monitor performance and any necessary corrective action throughout the year.

Appendix D – Approved minutes of the Finance and Performance Committee meeting held on 12 March 2025: https://www.healthierlsc.co.uk/download_file/11629/13857

2.4 Public Involvement and Engagement Advisory Committee

Date: 26 March 2025		Chair: Debbie Corcoran
Key items discussed		
Item or issue	Issue	Action
Alert		
-	-	-
Advise		
Review of PIEAC and update on new arrangements	<p>Introduction of new arrangements for Board oversight of engagement and involvement with the public, patient and community from April 2025 onwards meant in this last meeting of PIEAC, members reflected on Committee impact and contributions to the ICB and system approach, highlights being advising and assuring the Board on key strategies and pieces of work such as:</p> <ul style="list-style-type: none"> oversight and assurance of the development of the ICB's Strategy for Working with People and Communities and supporting framework oversight and assurance of engagement and involvement approaches relating to service change and transformation, and formal consultations successful introduction of various engagement mechanisms such as a virtual Citizens Panel establishment of a panel of public advisors the introduction of a programme of patient stories in both committees and at board delivery of place-based engagement activities and events and webinars sharing best practice creation of policies and development of staff guidance and toolkits to support implementation and good practice 	Suggestions shared on possible content for new engagement and involvement reports which will be received direct by the Board moving forward
Continued work with ICB and system partners	The value and importance of maintaining strong partnerships and supporting system-wide working of partners represented in PIEAC (Place, Healthwatch, providers and the voluntary community and faith sector)	Commitment to continue working with and across individual organisations and maintaining transparency with the public to demonstrate engagement and involvement remain central to the ICB's work
Commissioning framework and decisions	The continued importance of embedding engagement and involvement in ICB commissioning decisions and system transformation	New arrangements, direct oversight of the Board

Assure		
Assurance on the ICB discharging statutory responsibilities and delivering against the Working with People and Communities strategy and principles	Summary report reviewed on engagement and involvement activity and implications (Dec 2024-end Feb 2025) including insight through the quarterly public perceptions survey, pre-consultation engagement in relation to Shaping Care Together and review of activity such as the ICB's male suicide prevention campaign	Insight to be embedded and reflected in ICB activity, programmes and decisions
Quality and Outcomes Committee	Committee's responsibility in relation to patient experience recognised, with a representative from the ICB's communications and engagement attending to contribute insight from engagement and involvement activity to support the quality and outcomes improvement agenda	

Appendix E – Approved minutes of the Public Involvement and Engagement Advisory Committee meeting held on 18 December 2024:

https://www.healthierlsc.co.uk/download_file/11630/13857

Appendix F – Approved minutes of the Public Involvement and Engagement Advisory Committee meeting held on 26 March 2025:

https://www.healthierlsc.co.uk/download_file/11631/13857

2.5 North West Specialised Services Committee

Key escalation and discussion points from the Committee meeting	
Date of Meeting: 6 March 2025	Chair: Ruth Hussey
Alert	
The NW Specialised Commissioning team's capacity remains constrained as NHS England continues to progress an organisational change programme, which has resulted in a freeze on recruitment. There is an increased risk of a potential delay in the TUPE transfer of the specialised commissioning hub team staff to the Lancashire and South Cumbria ICB host.	
Advise	
The committee agreed to allocate reserved funding from the NW Specialised Commissioning budget to commission the North West wide workforce model of mixed ophthalmologist and nurse screeners and regional co-ordination to ensure sustainability and oversight of Retinopathy of Prematurity Screening in all NW Neonatal Critical Care units.	
Assure	
The Committee is overseeing arrangements on how quality is assured and overseen within specialised services, with consistent definitions of quality management, oversight and accountability.	

Key escalation and discussion points from the Committee meeting	
Date of Meeting: 3 April 2025	Chair: Ruth Hussey
Alert	
-	
Advise	
<p>Further to the delegation of specialised commissioning to NW ICBs in April 2024, the transfer of staff to the Lancashire and South Cumbria ICB as host of the NW Specialised Commissioning Hub is planned, national guidance is expected on timescales for this transfer (post meeting note: The July transfer is delayed).</p> <p>Expertise on major service change has been offered by Cheshire and Merseyside ICB to the support the Specialised Commissioning Hub with the neonatal critical care service change assurance process.</p> <p>The financial plan for 25/26 has been presented and discussions are ongoing to ensure these plans are reflected in ICB finance plans.</p> <p>The Adult Critical Care Transport Service procurement process is underway again, with a tight deadline. The NWSSC agreed that a virtual decision would be taken on the procurement outcomes by Committee members by 17th June.</p> <p>A national research project examining bi-lateral cochlear implants is proposed. Whilst the trial costs will be covered, ICBs may will be required to fund any post-trial excess treatment costs (ETC). For the trial to be considered by NIHR, it would require commissioner support. Each ICB is considering governance processes to consider this and future ETC requests.</p> <p>The NWSSC approved a proposal for prioritising ongoing transformation projects and new improvement initiatives in specialised services. The committee also endorsed the NWSSC workplan for 2025/26.</p>	
Assure	
<p>The committee will continue to address governance issues as they occur and the ICB leads will review the pathway for making board level decisions for this programme of work.</p> <p>TOR will be formally revisited at the September meeting when the new NHS model organisational arrangements are understood.</p> <p>It was noted that additional work is required to ensure accountability to the ICB Boards. The Chair's report will provide the necessary information.</p> <p>The Month 11 Specialised Commissioning finance position has been reviewed, alongside the forecast position for 2024/25 and the 2025/26 finance plan. It is anticipated that, once the consultation on the payment regime concludes, provider contracts will be agreed.</p> <p>The Committee Supported the next steps for the procurement of a NW Adult Critical Care Transport Service.</p>	

Appendix G – Approved minutes of the North West Specialised Services Committee meeting held on 6 March 2025:

https://www.healthierlsc.co.uk/download_file/11632/13857

3.0 Summary of items or issues referred to other committees or the Board over the reporting period.

Committee	Item or Issue	Referred to	Progress Update
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4.0 Conclusion

4.1 Each of the committees has conducted their business in line with their terms of reference and associated business plans.

5.0 Recommendations

5.1 The Board is requested to:

- Note the Alert, Advise and Assure within each committee report and approve any recommendations as listed.
- Note the summary of items or issues referred to other committees of the Board over the reporting period.
- Note the ratified minutes of the committee meetings.

Committee Chairs
May 2025