

Integrated Care Board

Date of meeting	24 July 2025			
Title of paper	Committee Escalation and Assurance Reports (a) Quality and Outcomes Committee (b) Finance and Contracting Committee (c) Northwest Specialised Commissioning Committee (d) Shaping Care Together Joint Committee			
Presented by	ICB Committee Chairs: (a) Sheena Cumiskey, Chair, Quality and Outcomes Committee (b) Steve Igoe, Finance and Contracting Committee (c) Craig Harris, Chief Operating Officer (d) Jim Birrell, Non-Executive Member			
Author	Board Secretary and Committee Officers			
Agenda item	17			
Confidential	No			
Executive summary				
This report highlights key matters, issues, and risks discussed at ICB committee meetings held since the last report to the Board on 22 May 2025 to alert, advise and assure the Board.				
Each summary report also highlights any issues, items referred or escalated to other committees or to the Board.				
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.				
Recommendations				
The Board is asked to:				
<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 April – June 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:				
Report authorised by:		ICB Committee Chairs		

Integrated Care Board – 24 July 2025

Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at ICB committee and joint committee meetings held since the last report to the Board on 22 May 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 Quality and Outcomes Committee

Date: 7 May 2025		Chair: Sheena Cumiskey
Key items discussed		
Item or issue	Issue	Action
Alert		
Special Educational Needs and Disabilities (SEND) and Children and Young People Quality update	LSCFT have served notice on the ASD pathway, which would put significant pressure on other providers. The current list would be managed but would not accept any further referrals.	Executive conversation to be held to see if LSCFT would extend the notice period to allow time for an alternative pathway to be developed.
Special Educational Needs and Disabilities (SEND) and Children and Young People Quality update	52 weeks plus waits for speech and language therapy, and the links to inequalities. Actions had been taken to look at mitigating the risks by helping people to have other interventions rather than just waiting. The impact of this was question and it was advised that a pilot had been undertaken in Hyndburn by linking health visitor appointments with speech therapy work while children waited for full treatment, but this needed to be rolled out further.	The Hyndburn model of 'Easy Access' has shown very positive impacts on waiting times. There are alternative 'Easy Access' models being used in other areas, such as telephone appointments. The ICB is currently running a series of workshops with NHS providers and Public Health in evaluating the multiple models of delivery to agree the most effective model to implement. Emerging analysis shows that those on waiting lists have more complex and

		<p>neurodevelopmental needs and therefore a walk-in model might not be as appropriate or effective in all areas.</p> <p>At the same time, the ICB is working with all 5 local authorities through a series of workshops, looking at the current commissioning of Speech and Language Therapy services [SaLT] and how to recommission on a more equitable basis across the population.</p>
Intensive and Assertive Treatment – response to the Independent Mental Health Homicide Review in Nottingham Report	<p>The lack of capacity currently in the system to provide intensive treatments. Discussions had been undertaken with LSCFT, and it had been agreed there would be a focus on those experiencing psychosis.</p> <p>The action plan developed for LSC ICB will be reviewed and monitored through the Community Mental Health Transformation Board.</p> <p>MH Team and LSCFT working together on the development of a psychosis pathway to support care in the community as an alternative to admission</p>	Fleur Carney to present back to the committee once there was more information on timescales and looking at outcomes along with views from people with lived experience to determine what good looks like for this cohort.
Suicide prevention ICB programme	Accountability in places to address the strategic multi-agency plans on suicide prevention.	Links to suicide prevention strategy group facilitated by LA will support this.
Quality performance report Integrated performance report / escalation report	Performance was challenged during the latest reporting period, although on the whole performance across the ICB continues to compare well with that of the Northwest and nationally. There is continuing pressures for Urgent and Emergency Care, on meeting the zero 65 week waits target and on community waiting list. Positively, there has been improvement locally across cancer and mental health pathways and we have seen CHC eligibility moving closer to national levels. Work continued with specialist leads to obtain details of action and mitigation plans to improve performance across the range of metrics.	
Quality performance report Safeguarding Dashboard 2024-5, Q4	Interim arrangements for the Children in Care Medical Advisory role and MASH were in place as part of the statutory functions, however, there was a degree of fragility due to this and work was being undertaken to get more permanent arrangements in place.	Proposals are being progressed to secure more permanent arrangements.

Advise		
Committee terms of reference and business plan 2025/26	Minor changes to the terms of reference were proposed.	
Suicide prevention ICB programme	Orange Button training to be supported across the ICB with a focus on increasing the uptake of only 5% of staff who were currently trained.	Mental Health Team will support training.
Launch of five-year Lancashire & South Cumbria ICS Dementia Strategy	Metrics would be developed for the dementia strategy and aligned with the integrated performance report.	Mental Health team to develop metrics.
Assure		
Special Educational Needs and Disabilities (SEND) and Children and Young People Quality update	Quality group to use the SEND oversight group to consider improvements and key priority steps needed.	Consider improvements and key priority steps needed.
Quality performance report PSIRF Provider Policy and Plans	Reference was made to the investigation regarding baby Ida Lock, who died under the care of staff at the Royal Lancaster Infirmary.	The Regulation 28 Prevent Future Deaths (PFD) for Morecambe Bay was on track for submission and learning would be monitored for outcomes.

Date: 4 June 2025		Chair: Sheena Cumiskey
Key items discussed		
Item or issue	Issue	Action
Alert		
Performance Assurance Report / Escalation Report	Committee members noted the ongoing gaps in Mechanical Thrombectomy in the system and the consequential risk to patient safety in stroke pathways.	Chief Nursing Officer to raise again with NHSE (specialised commissioning) and discuss actions that can be taken to address this urgently.
Performance Assurance Report / Escalation Report	A further Ophthalmology Never Event had been reported at one trust. Committee were advised that a NHSE led review will take place to understand any underlying factors and learning that could be applied.	ICB quality colleagues to continue to monitor and report never events at the trust and to participate in the learning review and share learning across the system
Advise		
Quarterly Risk Management Update	Committee received the risk report and noted and discussed several high risks especially one related to ADHD and one related to SEND. The need to ensure the agenda was being informed by relevant was noted.	Future committees to have agenda items based on relevant high risks

Patient Safety Update	Committee received the patient safety escalation report and approved 5 provider PSIRF plans and policies.	ICB quality and patient safety team to continue to support providers with PSIRF implementation and surveillance of quality risks.
Transfer of specialist learning disability service	Committee received an update on the transfer of a specialist service from one provider to another. Work is ongoing to support both families and service users post transfer.	ICB LD team to continue to work closely with families and provider and update and assure committee with progress
Patient Insights and Patient Experience Report	Committee received and discussed the patient insight report.	Aim to further triangulate engagement work with other forms of insights e.g. complaints and report to committee
Performance Assurance Report	Committee noted the report and received an update on ongoing work to further develop and improve the report. Members had an opportunity to share ideas about the future format of the reports	Continue to develop and evolve the performance assurance report for Quality and Outcomes Committee
Complaints Annual Report	The Committee approved the report to be submitted to the Department of Health and Social Care.	-
Assure		
Transfer of specialist learning disability service	Committee received assurance that the issues relating to the model of care in the report were not systemic but specific to this facility and were being addressed	Oversight of improvements to continue through Executive Committee and escalate any concerns to Quality Committee
Patient Insights and Patient Experience Report	Committee received and approved the ICB Annual Complaints Report	Submit Annual Complaints Report to DHSC as required

Date: 2 July 2025		Chair: Jane O'Brien (Vice Chair)
Key items discussed		
Item or issue	Issue	Action
Alert		
Medicines Optimisation and Safety report	The team had an extremely challenging QIPP target of £32m, which had been agreed but there had been a first stretch applied to make this target £42 million and then a second to £48 million. The medicines optimisation team highlighted this extra as high risk as they queried that this was achievable as had not been identified in the plans.	Review the QIPP target and related risk for the medicines management team.
All Age Continuing Care (AACC) and Individual Patient	The committee received a report on progress already made and the plans in place to improve the quality of the AACC & IPA service alongside improved performance and mitigation against financial risk.	To undertake relationship planning and review of the financial management process for AACC.

Activity (IPA) – monthly update		
Advise		
Patient Story	The committee received a patient story on how local barbers were trained in cardiovascular disease (CVD), blood pressure testing, and making every contact count (MECC).	Further work needed to be done to look at scaling of initiatives and pilot schemes and how these would be funded.
Assure		

- **Appendix A** – Approved minutes of the Quality Committee meeting held on 7 May 2025:
[Item 17 Appx A - Approved - ICB Quality and Outcomes Committee Minutes - 7 May 2025 v2.0.pdf](#)
- **Appendix B** – Approved minutes of the Quality Committee meeting held on 4 June 2025:
[Item 17 Appx B - Approved ICB Quality and Outcomes Committee Minutes - 4 June 2025 - v2.0.pdf](#)

2.3 Finance and Contracting Committee

Date: 20 May 2025		Chair: Steve Igoe
Key items discussed		
Item or issue	Issue	Action
Alert		
AACC	The committee undertook the first of its programmed deep dives. This one into All Age Continuing Care (AACC). The Turnaround Director, Nancy Park, updated the committee on progress to date in getting grip and control in this area. Work continues on the stretch target of £62m reduction and whilst this is the subject of continuous review by the committee, there remains a risk at this time in delivering the agreed budget to support the ICB plan.	To note.
2024/25 outturn	The final outturn for 2024/25 was £354.8m which was £179.8m worse than the control total.	To note.
Digital and Data Strategy	The committee received a detailed update on the ICB Digital and Data Strategy. Having discussed the detail which the committee welcomed, it was noted that there are substantial risks to delivery given the substantial financial challenges being faced. It was further recognised that sub optimal decisions may be taken driven by short term financial constraints, which would create disbenefits in the medium term.	To note but to consider the medium-term outcomes when considering investment decisions in this area.
Contracting	The committee discussed the contracting requirements for its work and noted it will review relevant activities on a monthly basis. Concern was raised as to the requirement for Trusts to sign of and be held accountable for	To note.

	delivery plans and it was noted that this may cause some delays or reticence to commit as required.	
Advise		
AACC	Further opportunities are being developed in conjunction with partners to develop other cost saving and waste reduction options.	To note.
AACC	The committee were asked to retrospectively approve commitments in the area totalling £92m. The committee were not minded to do so and suggested that the scheme of delegation be reviewed in relation to the practical operation and authorisation requirements of the scheme.	Scheme of Delegation to be reviewed.
Financial plan	Work continues to identify and fully scope the cost savings required to deliver the ICB plan. The committee noted the ongoing work but was concerned that the next time it meets the ICB will be approaching the end of Q1, hence the absolute urgency to get the cost saving plans identified and in implementation. The committee requested a detailed analysis of all cost saving plans and the delivery sums on a monthly basis to come to the next meeting in June.	To note and support the committee focus.
Assure		
AACC	The turnaround arrangements to support the legal undertakings appear to be having an effect with significant savings already identified. As important, the ICB staff are being schooled in the systems regarding grip and control, which should ensure similar levels of overspend do not occur in the future.	To support the ongoing work in the area.
Financial plan	Work continues to develop the saving plans to support the overall financial plan. This includes mitigations should identified plans slip. Monitoring this performance is a standing item on the committees agenda.	To note.
Business plan	The committee reviewed and approved its programme of work for the forthcoming year. It agreed a series of deep dives throughout the year. Having covered AACC at this meeting it will be going through the 2025/26 financial plan in detail at its next meeting in June.	To note.

Date: 17 June 2025		Chair: Steve Igoe
Key items discussed		
Item or issue	Issue	Action
Alert		
All Age Continuing Care (AACC)	The committee received its monthly update from the AACC Turnaround Director. Risks continue in relation to delivery of the £32m original target and £30m stretch target, although significant progress continues to be made by the team in delivering the required savings. The committee commended the more detailed update which included lead and lag indicators. It noted specifically the reducing spend, run rate and significant drop in eligibility conversion rate. The committee noted the £48.2m savings in implementation, fully developed or plans in progress. C:£10m is in pre pipeline stage leaving a gap to target of £3.8m.	To note
Waste Reduction Programme (WRP) update	The committee received an update on the current position in relation to WRP savings schemes. An overall sum of £150.6m (full year £153.9m) has been identified, however, in the case of the in-year savings identified these can only be achieved through the application of £44.6m in mitigations. The Trust were encouraged strongly to identify further savings to ensure the use of mitigations is minimised by the year end and is ensuring all savings are recurrent .	To note
Financial performance M2	The committee received a detailed update on the system and ICB month 2 financial position. At a system level the deficit is £32.2m vs a plan of £23.7m. The position is after £27.3m of deficit support funding giving a real deficit to end of month of £59.5m. All providers except NWAS are off plan, the key issue being non delivery of cost savings although all providers believe the issues to be timing and continue to formally forecast delivery of plan. The ICB is on plan although only through the use of mitigations (see above).	To note
Contracting	The committee discussed the first draft of a report on contracting by the ICB. The report was warmly welcomed as a basis and further guidance was provided by the committee as to layout and content, specifically as to reconciliation of the total financial population and an associated variance analysis on a monthly basis. This will continue to be a standing item for the committee.	To note

Advise		
AACC	Further opportunities are being developed in conjunction with partners to develop other cost saving and waste reduction options.	To note
Green Plan 2025-2030	The committee discussed a draft of the 2025/30 ICB system Green Plan. The document detailed progress made since the last green plan 2022-25 and set out targets and plans for achievement over the next 5 years. The committee were impressed by the quality of the plan and the commitment to achieving the targets set. It was agreed that an update report would be provided initially on a 6 monthly basis to the committee so it could monitor delivery. Green Plan 2025-2030.pdf	The draft green plan 2025-2030 was approved.
Financial plan	Work continues to identify and fully scope the required cost savings required to deliver the ICB plan. The committee noted the ongoing work and was encouraged by the quality of papers which the committee felt enabled it to pro-actively scrutinise the ICB performance.	To note and support the committee focus
Assure		
AACC	The turnaround arrangements to support the legal undertakings appear to be having an effect with significant savings already identified. As important, the ICB staff are being schooled in the systems regarding grip and control which should ensure similar levels of overspend do not occur in the future. The committee again received positive assurance in this area	To support the ongoing work in the area
Financial plan	As identified above, the ICB is on plan and weekly meetings are occurring to support delivery of the plan. At this stage there is no reason to assume the plan will not be achieved, albeit potentially with the use of mitigations. The committee received a presentation on the use of the VERTO system which provided assurance that there was system and rigour in managing and identifying and ensuring delivery of cost saving plans. The committee reiterated that whilst the planning was assuring, the key issue here was delivery of the identified savings in year.	To note
Joint Capital Resource Use Plan	The committee reviewed the Joint Capital Resource Use Plan for the system. The plan identifies a system resource of £116.1m, which with £77m of PDC and other technical sums provides a total resource of £193.1m. The committee advised that it would wish to see a detailed analysis of allocations and spend and counselled early release of	To approve.

	resource envelopes in order to ensure that there are no uncommitted funds at year end. The committee approved the plan and recommended it for approval by the ICB Board.	
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- **Appendix C** – Approved minutes of the Finance and Performance Committee meeting held on 15 April 2025: [Item 17 Appx C - Approved - F&C Committee Minutes - 15 April 2025 v2.pdf](#)
- **Appendix D** – Approved minutes of the Finance and Performance Committee meeting held on 20 May 2025: [Item 17 Appx D - Approved - F&C Committee Minutes - 20 May 2025 v1.pdf](#)

2.4 North West Specialised Services Committee

Key escalation and discussion points from the Committee meeting	
Date of Meeting: 5 June 2025	Chair: Ruth Hussey
Alert	
<ul style="list-style-type: none"> • No bids were received for the Adult Critical Care Transport Service provider selection process and further work will be undertaken to consider how to secure this service. The provider of the interim service in GM and LSC has recently appointed administrators – work underway to understand the implications of this. 	
Advise	
<ul style="list-style-type: none"> • NHS England has delayed the transfer of Specialised Commissioning staff to host ICBs in England until ICBs have merged (in other parts of England) and there is sufficient bandwidth for HR processes – anticipated towards end of 25/26. Work is being undertaken nationally to review the roadmap for integrating NHS England's Direct Commissioning functions into Integrated Care Systems in light of announcement of abolition of NHS England. • A Provider Selection process will be undertaken to secure provision in the NW for complex terminations of pregnancy. Currently patients requiring this service typically travel to Birmingham or Newcastle. 	
Assure	
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- **Appendix E** – Approved minutes of the North West Specialised Services Committee meeting held on 3 April 2025: [Item 17 Appx E - NW SCC minutes Final Approved.pdf](#)

2.5 Shaping Care Together Joint Committee

Date: 4 July 2025		Chair: Hilary Garrett (C&M ICB)
Key items discussed		
Item or issue	Issue	Action
Alert		
Advise		
Shaping Care Together Pre Consultation Business Case	The Shaping Care Together Pre Consultation Business Case was considered by the Joint Committee of LSC and C&M ICBs. The Committee decided to approve the Pre Consultation Business Case , with an amendment to ensure a commitment to provide sufficient urgent care services for the populations of West Lancashire or Sefton, dependant on which option is taking forward in the decision-making case. This was an action for both ICBs. There was also a clarification change recommended in the document, with the space required for the Soutport option verified to be 1789m2 and therefore the cost to be £33m.	ICBs to begin a public consultation, starting on the 4 July, for 13 weeks.
Shaping Care Together draft consultation document	This was reviewed and approved, with the caveats replicated as above with regards to amendments on the commitment to provide sufficient urgent care services, and the clarification on the Southport option.	ICBs to publish the amended consultation document as part of the public consultation.
Assure		
Programme Governance and future reporting	Programme governance and reporting was noted, with the addition of triple AAA reports to be reported from the SCT Programme Board into the Joint Committee.	Triple AAA reports to be reported from the SCT Programme Board into the Joint Committee.
Key programme timelines	Programme timelines were noted, being clear that no decisions had been made yet. Following the public consultation, the Joint Committee is expected to meet again in November (tbc).	No actions required

- **Appendix F** – Approved minutes of the Shaping Care Together Joint Committee (shadow meeting) held on 31 March 2025: [Item 17 Appx F - 31.03.25 SCT Joint Committee CONFIRMED.pdf](#)

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

Committee	Item or Issue	Referred to
N/A		

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
July 2025