

Integrated Care Board

Date of meeting	25 September 2025			
Title of paper	People and Culture Committee Escalation and Assurance Report			
Presented by	Jane O'Brien, People and Culture Committee Chair			
Author	Board Secretary and Committee Officers			
Agenda item	8			
Confidential	No			
Executive summary				
This report highlights key matters, issues, and risks discussed at the People and Culture Committee meeting held since the last report to the Board on 24 July 2025 to alert, advise and assure the Board. The summary report also highlights any issues, items referred or escalated to other committees or to the Board. The minutes from the People and Culture Committee held on 16 July 2025 will be presented at the next committee meeting on 15 October 2025 and subsequently presented to Board at the 27 November meeting.				
Recommendations				
The Board is asked to: - Note the Alert, Advise and Assure and approve any recommendations as listed. - Note any summary of items or issues referred to other committees of the Board over the reporting period				
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	
People and Culture Committee	16 July 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 Chair
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Integrated Care Board – 25 September 2025

People and Culture Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at ICB People and Culture committee held since the last report to the Board on 24 July 2025 to alert, advise and assure the Board.
- 1.2 The 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. People and Culture Committee Report and Approved Minutes

- 2.1 The minutes from the People and Culture Committee held on 16 July 2025 will be presented to the next committee for approval when it meets on 15 October 2025 and subsequently presented to Board at the 27 November meeting.

Date: 16 July 2025		Chair: Jane O'Brien
Key Items Discussed		
Item	Issue	Action
Alert		
Risk SO3/BAF ICB 003 to recruit and retain a stable workforce	Concern was discussed around the ICB becoming too focussed on the 'here and now' as a result of the significant challenges pending as part of the ICB reform and that the strategic longer-term planning is lost. Risk was also noted around continued challenges to recruit and retain a stable workforce in a number of fragile health services including volunteering and losing key relationships in deprived communities if work is moved outside of the ICB.	Recognised as a risk across the system with widening conversations around the fragility and how L&SC determines work and future work around this. This had been escalated to NHSE. The committee will monitor the risk with the changes to the ICB and roles. The focus of the refreshed BAF will be around thinking ahead whilst continuing to maintain business as usual.
Research and Innovation	Collaboration is being discussed with Greater Manchester and Cheshire and Mersey ICBs. Committee discussion highlighted the importance of research, and this needs to be driven by the ICB Board and executive team, empowering teams to work more with academia.	The committee would receive a further update as transitional work progresses in line with ICB reform planning and implementation aligned to region.

Transition Plan	Committee received an update to the transition position. There was a delay due to NHSE confirming a number of matters. 47% reduction would mean approximately circa 400 wte reduction, undertaken in phases.	Staff have been kept engaged in the process to date. NHS England regional colleagues were still awaiting the regional blueprint, which would determine how some of the regional responsibilities would transfer from the ICBs; work was ongoing with NHS England Northwest in the background.
Advise		
Staffing placements for students	Reduction in staffing placements for students had been seen. Using risk methodology, NHSE were undertaking a risk assessment relating to the balance of placement activity, local and national challenges around the impact of workforce freezes in provider organisations and opportunities for new graduates.	Committee to receive ongoing updates.
Relationships with other agencies	The committee recognised concern around relationships, partnership working and knowledge that may be lost if functions are transferred to other organisations/staff change, particularly in deprived communities.	Engagement events were currently being arranged with 3 rd and voluntary sectors, and links were being made to maintain relationships. Risk of losing relationships would be escalated to NHSE colleagues. To ensure mitigations were considered formally around the workforce and volunteering element of the NHS re-design process, risk around the loss of organisational knowledge and memory would be captured as part of the organisational transformation risk register.
Assure		
Equality, Diversity and Inclusion annual report 2024-25 – incl EDS2022	Discussion was held and the committee were assured on processes going forward being fair in terms of bias, acknowledging that this would be looked at a part of the Board development programme/agenda.	The committee supported the recommendation for the EDI annual report to the ICB Board for formal approval.
Local Maternity and Newborn System workforce	The committee were assured of the work taking place in this area, making a real difference in terms of recruitment, diversity and ensuring teams are established. However, were unable to approve the continuation of the Registered Maternity Degree apprenticeship cohort without financial assurance; this would be taken through the strategic apprenticeship group.	A referral would be made to the Strategic Apprenticeship Group to take forward discussion on the continuation of the RMDA cohort.

People Plan	Discussion was held by the committee on the People Plan and it was confirmed that NHSE had started to take the lead on some of the actions that the ICB would have previously routinely undertaken with system partners.	To ensure mitigations were considered formally around this part of the re-design process, risk around the loss of organisational knowledge and memory would be captured as part of the organisational transformation risk register.
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3. Summary of items or issues referred to other committees or the Board over the reporting period.

Committee	Item or Issue	Referred to
People and Culture Committee – 16 July 2025	Equality Delivery System (EDS2022) Grading Assessment Report 2024/25, relating to domain 1, maternity services, graded as requires improvement. Referred for sight and monitoring.	Quality and Outcomes Committee – 23 July 2025
People and Culture Committee – 16 July 2025	Consideration of patient advocacy and how this is considered and utilised going forward.	Quality and Outcomes Committee – July 2025

4. Conclusion

- 4.1 The committee has conducted their business in line with their terms of reference and associated business plans.

5. 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.

Committee Chair
September 2025