

Integrated Care Board

Date of meeting	27 November 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 25 September 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. Minutes approved by the 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.				
Public and Stakeholder Engagement				
N/A				
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. • 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	

People and Culture Committee	15 October 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			

Integrated Care Board – 27 November 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 25 September 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 the 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

Date: 15 October 2025		Chair: Jane O'Brien
Key Items Discussed		
Item	Issue	Action
Alert		
Health and Wellbeing system and ICB deep dive report	Concern was discussed around the health and wellbeing of the workforce and the rates of sickness absence. It was noted the impact of prolonged organisational change on staff within the ICB as well as across the system.	Board to note: The current offer in terms of health and wellbeing and organisational development needed to be reviewed, and work was ongoing with teams to develop bespoke offers. It was emphasised that further insight was needed on which activities were proving effective. Further discussion to take place through executive committee to look at data by divisions/hotspot areas and to triangulate with related metrics. People directorate to work with managers in hotspot areas alongside Union reps to support an approach that facilitates a return to work. Sickness Absence policy under review in partnership with Unions- new policy to focus on managing attendance.

ICB Combined Pay Gap report 2025	There was discussion regarding the leadership challenge for the ICB in that the organisation and the Board are not sufficiently diverse. Levels of bullying and discrimination were considered unacceptable and further action to address this captured as part of action plan. Concern that the ICB organisational change may lead to further disparities with pay – this will be monitored as part of organisational change process	There was an action plan in place but emphasis needed to tackle issues in diversity of workforce and bullying/discrimination. The committee approved the report to be submitted to ICB Board for approval via this report and to publish on website.
Advise		
NHS Operational Plan 2025/26/ Multi-Year Planning	The committee discussed the changes to international recruitment, the national ambition to recruit from local communities and the mandate from NHSE that students would obtain jobs, but it was unclear who was leading on this.	This would be raised with NHSE executives and be brought back to committee as a future agenda item.
Assure		
ICB Equalities Action Plan Q3/Q4 2025-26	Discussion was held and the committee was assured the action plan would strengthen the ICB's commitment to equity, diversity and inclusion (EDI).	The committee approved the action plan as the framework for delivering the ICB's EDI responsibilities.

- **Appendix A** – Approved minutes of the People and Culture Committee held on 16 July 2025.
[Item 8 - Appx A - Approved - People and Culture Committee Minutes 16 July 2025 v1.pdf](#)

3. 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. 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 the 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 Chair
November 2025