

Integrated Care Board

Date of meeting	22 January 2026			
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	9			
Confidential	No			
Executive summary				
<p>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 27 November 2025 to alert, advise and assure the Board.</p> <p>The summary report also highlights any issues, items referred or escalated to other committees or to the Board.</p> <p>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.</p>				
Public and Stakeholder Engagement				
N/A				
Recommendations				
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • 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	14 January 2026	To provide the Board of committee business during this period.
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Conflicts of interest associated with this report
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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 – 22 January 2026

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 27 November 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

- 2.1 Due to the ICB People and Culture Committee meeting on 14 January 2026 the Alert, Assure and Advise will be presented to Board as a verbal update. The written report will be included in the escalation report presented to Board on 19 March 2026.
- 2.2 **Appendix A** – Approved minutes of the People and Culture Committee held on 15 October 2025. [Item 9 Appx A - Approved People & Culture Committee Minutes 15 October 2025 v1.0.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 presented verbally to Board and approve any recommendations as listed.
 - Note the summary of items or issues referred to other committees of the Board over the reporting period, as applicable.
 - Note the ratified minutes of the committee meetings.

Committee Chair
January 2026