

Integrated Care Board

Date of meeting	19 March 2026
Title of paper	Governance and Committee Review
Presented by	Debra Atkinson Company Secretary and Director of Corporate Governance
Author	Debra Atkinson Company Secretary and Director of Corporate Governance
Agenda item	17
Confidential	No

Executive summary

Over 2025/26 the ICB has seen the publication of the 10 Year Health Plan; Model ICB Blueprint; Strategic Commissioning Framework; and the new NHS Planning Framework.

Within this context, and to ensure the ICB's governance structure is adapting to these shifts a full review of the Board's committee structure has been undertaken.

This builds on the review undertaken in March 2025 and sets out the approach and outcome of the review and makes recommendations for a revised ICB committee structure.

Recommendations

The Board are asked to:

- **Note** the outcome of the review of the ICB committee structure and associated governance documents
- **Approve** the new terms of reference to establish a Commissioning Committee
- **Approve** amendments to the following Committee Terms of Reference – aligned to the Strategic Commissioning Framework
 - Finance and Contracting Committee
 - Quality and Outcomes Committee
 - Executive Committee
- **Approve** the changes to the documents associated with the above as follows:
 - Scheme of Reservation and Delegation incorporating the Operational Scheme of Delegation
 - Functions and Decisions Map
 - Governance handbook
- **Support** that the People and Culture Committee and Transition Committee are reviewed over Q1 of 2026/27, with the intention that one committee is

established from June 2026 to undertake the role of both (aligned to the Model ICB Blueprint)

- **Note** that the Chair will approve any further changes to members of committees

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
N/A		

Conflicts of interest associated with this report

N/A

Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:	Debra Atkinson, Company Secretary and Director Corporate Governance
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Integrated Care Board – 19 March 2025

Committee and Governance Review

1 Context

During 2025/26, the ICB has seen the publication of several key national frameworks, including the 10-Year Health Plan, Model ICB Blueprint, Strategic Commissioning Framework, and the NHS Planning Framework.

- 1.1 Within this context, and to ensure the ICB's governance structure is adapting to these shifts a full review of the Board's committee structure has been undertaken. This builds on the governance review completed in March 2025 and sets out the approach, findings and recommendations for a revised committee structure.

2 Approach and Scope

- 2.1 The review included an assurance mapping exercise, aligning the core requirements of the Strategic Commissioning Framework against the three assuring committees:
- Commissioning Committee (new)
 - Finance and Contracting Committee
 - Quality and Outcomes Committee
- 2.2 The mapping is included at **Appendix A**.
- 2.3 The review also considered committee chairing arrangements, membership, frequency, and format of meetings.
- 2.4 Whilst excluded from the assurance mapping, the Audit Committee and Remuneration Committee have been reviewed to include the other considerations outlined in section 2.3 above.

3 Outcome of the Review

3.1 Commissioning Committee (New)

The following responsibilities will be reflected in its Terms of Reference:

- Oversee the process of the annual integrated needs assessment and development and implementation of the annual 5-year Strategic Commissioning Plan refresh, prior to board approval
- Assurance that the ICB's strategic commissioning prioritisation framework is developed to reflect a clear and transparent approach to prioritisation of current and potential commissioning intentions
- Monitor progress against delivery of commissioning strategies and plans, including digital and data

- Oversee proposals for scales of commissioning and strategic commissioning partnerships, prior to board approval
- Seek assurance that the ICB involves residents, communities, staff and stakeholders in a meaningful and sustained way
- Assess the ICB's planning and processes for substantial service change proposals in accordance with the ICBs legal duties around public engagement and consultation, NHSE statutory guidance and assurance process, and the ICB's Service Change Policy

3.2 Finance and Contracting Committee -the following will be Incorporated into the existing Terms of Reference:

- Align to three-year numerical plans (Medium-Term Plan) and new planning framework requirements
- Market management – contractual management to shape the market
- annual risk-based assessment of contracts held – focus on finance and assurance that contracting and procuring of services are aligned to the ICB's financial strategy

3.3 Quality and Outcomes Committee - the following will be Incorporated into the existing Terms of Reference:

- Assurance that key quality and outcomes priorities included within the 5-year plan seek to address variation and inequalities in care and that the ICB's commissioning intentions are reducing inequality and unwarranted variation and are implemented to address equity in access, improved experience and outcomes
- annual risk-based assessment of contracts held – focus on quality and outcomes and assurance that contracting and procuring of services are aligned to the quality and health equity outcomes set out in the 5-year commissioning plan
- assurance over how mechanisms such as pooled, shared and personal budgets are being used to enable better outcomes for people
- ensuring quantitative metrics are triangulated with qualitative data, professional insight and regulatory intelligence to fulfil this function effectively (such as complaints, 'You and Your General Practice', Freedom to Speak Up, Patient Safety Incident Response Framework and safety incident data)

3.4 Executive Committee

Minor updates to reflect the new planning framework.

4 Terms of Reference

4.1 Terms of Reference are included at Appendix B for:

- I. Commissioning Committee (in full)
- II. Finance and Contracting Committee
- III. Quality and Outcomes Committee
- IV. Executive Committee

5 Other Considerations

- 5.1 Committee membership has been updated to reflect changes to Executive portfolios and to establish consistent core membership of Executive and Non-Executive members. A summary of membership for the three assuring committees is provided at **Appendix C**.
- 5.2 In line with the model ICB blueprint and transition to a new operating model, committee meetings will routinely be held on MS Teams, with an annual in-person meeting. This will free up capacity and resources for both members, attendees and administrators.

6 Related Documents

6.1 Scheme of Reservation and Delegation (SoRD) incorporating the Operational Scheme of Delegation (OSoD)

- 6.2 The SoRD and OSoD have been updated to reflect the new commissioning committee. There are no material amendments to delegations or financial delegated thresholds. All changes are tracked, and the document can be viewed [Scheme of Reservation and Delegation.pdf](#)

6.3 Functions and Decisions Map

The Functions and Decisions Map has been updated to reflect the revised committee structure and the document can be viewed [F&D map March 2026.pdf](#)

6.4 Governance Handbook

The Governance Handbook has been updated to reflect the revised committee structure and the document can be viewed [Governance Handbook March 2026.pdf](#)

7 Timescales

- 7.1 Subject to Board approval, the new committee structure will take effect from 1 April 2026. Annual business plans will be co-developed by each Executive Lead and Committee Chair. Any membership changes will be confirmed by end March 2026.
- 7.2 The Board Assurance Framework (BAF) and risk management reporting and oversight arrangements will be full reviewed in April 2026 and aligned to the new committee structure.

8 Recommendations

- 8.1 The Board are asked to:

The Board are asked to:

- **Note** the outcome of the review of the ICB committee structure and associated governance documents
- **Approve** the new terms of reference for the new Commissioning Committee
- **Approve** amendments to the terms of Reference for:
 - Finance and Contracting Committee
 - Quality and Outcomes Committee
 - Executive Committee
- **Approve** the updated:
 - Scheme of Reservation and Delegation incorporating the Operational Scheme of Delegation
 - Functions and Decisions Map
 - Governance handbook
- **Support** the review of the People and Culture Committee and Transition Committee during Q1 2026/27, with a view to establishing a single committee from June 2026 (in line with the Model ICB Blueprint)
- **Note** the review of the BAF in April 2026
- **Note** that the Chair will approve any further changes to members of committees

Debra Atkinson

March 2026