

Integrated Care Board

Date of meeting	14 May 2026			
Title of paper	People and Culture Committee Escalation and Assurance Report – 1 April 2026			
Presented by	Jane O'Brien, People and Culture Committee Chair			
Author	Head of Governance and Committee Officers			
Agenda item	8			
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 22 January 2026 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	1 April 2026	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 – 14 May 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 22 January 2026 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: 1 April 2026		Chair: Jane O'Brien
Key Items Discussed		
Item	Issue	Action
Alert		
Research and Innovation	<p>The committee received an update on R&I, marking a significant point in the development of the R&I Forum, particularly in the context of the ICB transition and emerging regional arrangements for research oversight. There was a clear intention to position R&I as a core component of the future ICB operating model and as a strategic enabler for delivery of improved outcomes for residents and communities.</p> <p>The committee recognises R&I as a core strategic function of the ICB, critical to delivering the 5-year commissioning strategy, population health delivery models and neighbourhood development.</p>	The committee proposes consideration of a Board-level development session to define the future role of research and innovation within the ICB operating model and strengthen Board-level ownership and oversight while anticipating any further regional models of collaboration in line with ICB reform.
Advise		
Transition of the People and Culture committee in 2026/27	In line with the model blueprint, the ICB no longer has a role in system workforce matters, planning oversight or assurance. Strategic training and education will be led at regional level and providers will manage local training and	To note.

	<p>development needs. The workforce planning role to lead and convene workforce planning and transformation across the Lancashire and South Cumbria system, including in-year improvement, efficiencies, insights and intervention activities, will now be led by NHS England.</p> <p>The Board had received the outcomes of a committee review at its meeting on 19 March 2026 and supported to review the business of the People and Culture Committee and Transition Committee. Given the transition to the model ICB, the functions of the People and Culture Committee and the ICB Transition Committee will be brought together. A new terms of reference is being developed with input from both the Transition Committee and People and Culture Committee Chairs in order to ensure robust oversight of those people functions within the model ICB and safe transition to the model ICB.</p>	
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Assure		
<p>Wellbeing and staff experience</p>	<p>Key themes emerging from the national staff survey, pulse surveys and wellbeing check-ins, were received by the committee. The data demonstrated clear strengths, including generally supportive immediate teams and line managers, with staff feeling valued locally and reporting strong team relationships. However, workload pressures, low confidence in development and progression opportunities and concerns regarding leadership culture and escalation were noted. An increase in bullying and harrassment incidents had also been seen.</p> <p>The committee were assured of a range of interventions and support mechanisms in place, including leadership and culture development, extensive leadership and management development programmes, and targeted</p>	<p>Staff experience to remain a standing item during organisational change and beyond.</p>

	organisational development interventions within teams.	
Organisational development work	The committee received an update on the progress of the People Plan against objectives at the end of Q4. To support the organisational change, a number of the objectives will be carried forward into 2026/27. Several areas had been delayed linked to the impending organisational change. 7 areas had now been fully completed.	Committee to monitor and review.
Staff sickness (All Age Continuing Care (AACC) and Individual Patient Activity(IPA))	The committee had requested a deeper understanding of the underlying causes of the absence levels observed within the AACC and IPA teams. An update was provided including actions being taken to address them. A range of interventions were now in place, including formal organisational development support, leadership, resilience and wellbeing interventions delivered through HR, and deliberate cultural change.	To note.
Freedom to Speak Up (FTSU)	The quarterly FTSU report was received by the committee with oversight of activity and emerging themes. National changes included the planned closure of the National Guardian's Office scheduled for June 2026 and work was underway to determine where the respective functions would transfer. The committee were assured that anonymous concerns were acted on effectively and handled in line with policy, however, feedback was unable to be relayed to the individual raising the concern. The service would, for the present time, continue to receive concerns raised by primary care, which would be appropriately signposted to ensure that a clear route for response remained available.	To note.

- **Appendix A** – Approved minutes of the People and Culture Committee held on 14 January 2026. [Item 8 - APPX A - Approved People & Culture Committee Minutes 14 January 2026 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 presented 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
April 2026**