

Integrated Care Board

Date of meeting	14 May 2026
Title of paper	Transition and Change Committee
Presented by	Debra Atkinson, Director of Corporate Governance / Company Secretary
Author	Debra Atkinson, Director of Corporate Governance / Company Secretary Sarah Mattocks, Head of Governance
Agenda item	18
Confidential	No

Executive summary				
<p>The Board agreed at its meeting on 19 March 2026 that the Terms of Reference for the People and Culture Committee and the Transition Committee would be reviewed during Quarter 1 of 2026/27, with the intention of establishing a single committee from June 2026 to undertake the combined role, aligned to the Model ICB Blueprint.</p> <p>This paper includes, at Appendix 1, the proposed Terms of Reference for a new time-limited Transition and Change Committee, which will provide the required assurance in these areas.</p>				
Public and Stakeholder Engagement				
Not pertinent to this paper				
Recommendations				
<p>The board is asked to:</p> <ul style="list-style-type: none"> • Approve the terms of reference for the new Transition and Change committee • Approve that the single committee is established with effective from 1 June 2026 • Note that these Terms of Reference and Committee Membership will be reviewed in October 2026 				
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		✓		<i>Highlight any risks and where they are included in the report</i>
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	
Executive Committee	28.04.2026		Comments provided on draft terms of reference	
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:	Debra Atkinson, Director of Corporate Governance / Company Secretary			

Integrated Care Board – 14 May 2026

Transition and Change Committee

1. Introduction

- 1.1 To ensure oversight and assurance of the transition towards the model Integrated Care Board (ICB), a review of the functions of the People and Culture Committee has been undertaken to ensure continued alignment with the new target operating model.
- 1.2 This review has also considered the work of the ICB Transition Committee, which has had responsibility for overseeing the safe transition to the model ICB, including:
 - Managing transition risks
 - Tracking progress against transition milestones
 - Overseeing the development of organisational design and the implementation of change processes
- 1.3 As the ICB moves into the next phase of staff consultation and transition, revised committee oversight arrangements are required.

2. Establishment of the Transition and Change Committee

- 2.1 A new Transition and Change Committee will provide committee-level oversight on a time-limited basis, ensuring continued oversight and assurance of safe transition through consultation to establishment of the new organisational model; and the appropriate governance of people-related functions which still require focused oversight.
- 2.2 It is anticipated that the business of the Committee will evolve as consultation progresses and further clarity emerges in relation to the NHSE North West regional operating model, and the transfer/transition of ICB at scale services.
- 2.3 The final meeting of the People and Culture Committee took place on 1 April 2026 and the existing Transition committee will continue to meet until the Transition and Change Committee is formally established from 1 June 2026.
- 2.4 The new Committee will undertake a review of its Terms of Reference after six months to ensure they remain fit for purpose and responsive to the evolving business environment.

3. Recommendations

3.1 The board is asked to:

- **Approve** the terms of reference for the new Transition and Change committee
- **Approve** that the single committee is established with effective from 1 June 2026
- **Note** that these Terms of Reference and Committee Membership will be reviewed in October 2026

Debra Atkinson & Sarah Mattocks

1 May 2026