

Integrated Care Board

Date of meeting	17 September 2026
Title of paper	Finance and Contracting Committee Escalation and Assurance Report – 23 July and 26 August 2026
Presented by	Steve Igoe, Finance and Contracting Committee Chair
Author	Head of Governance and Committee Officers
Agenda item	10
Confidential	No

Executive summary				
This report highlights key matters, issues, and risks discussed at the Finance and Contracting Committee meeting held since the last report to the Board on 9 July 2026 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	To improve population health and reduce inequalities through effective strategic commissioning.			✓
SO2	Commission high quality, safe and accessible services that deliver better and more equitable outcomes and patient experience.			✓
SO3	To develop and sustain the workforce, leadership and organisational capability required to operate as an effective strategic commissioner.			✓
SO4	Improved financial sustainability through directing available resources to deliver the greatest possible value.			✓
SO5	To deliver agreed national and local outcomes through a balanced focus on performance, improvement and long-term system resilience.			✓
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	
Finance and Contracting Committee	23 July and 26 August 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				

Integrated Care Board – 17 September 2026

Finance and Contracting Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at ICB Finance and Contracting committee held since the last report to the Board on 9 July 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. Finance and Contracting Committee Report and Approved Minutes

Date: 23 July 2026		Chair: Steve Igoe
Key Items Discussed		
Item	Issue	Action
Alert		
Financial position, month 3	Significant delivery risk remains within the financial plan, particularly in relation to the requirement to deliver substantial mitigations in Q4 and the level of high and medium-risk schemes within the waste reduction programme. Although the ICB remains on plan at month 3, a number of schemes remain subject to delivery risk and require close monitoring.	Escalation to the Board to provide assurance and oversight.
Advise		
All Age Continuing Care	All Age Continuing Care (AACC) reported workforce capacity and retention challenges associated with organisational change and voluntary redundancy, alongside increasing volumes of overdue CHC, Fast Track and FNC reviews. These present operational and delivery risks and have been incorporated within BAF Risk 004 on sustainable finances.	To note.
Blackpool Teaching Hospitals NHS Foundation Trust	The committee was informed that Blackpool Teaching Hospitals NHS Foundation Trust had received correspondence from NHS England	To note.

	following a national review process. While the Trust remains subject to existing oversight arrangements, the committee noted the issue and the ongoing system response.	
Performance delivery against commissioned activity	The committee discussed the need to develop a clearer system-wide understanding of value for money, contractual performance and financial frameworks, including how resources are deployed across neighbourhoods, prevention and acute services.	Further development work will be undertaken during 2026/27 to support future commissioning and resource allocation decisions.
Assure		
Financial position, month 3	The committee received assurance that the ICB remained in a balanced financial position at month 3 and continued to report a balanced year-to-date and forecast outturn position. Performance against the Better Payment Practice Code remained above the 95% target. Emerging financial pressures were identified in relation to ADHD and autism packages, weight management costs arising from Right to Choose activity, and prescribing expenditure, with early indications that prescribing costs may be above planned levels. Mitigation plans are being developed and monitored.	Escalation to the Board to provide assurance and oversight.
AACC	AACC performance remained strong against NHS England requirements, with 82.9% of assessments completed within 28 days for the thirteenth consecutive month above target levels. Eligibility conversion rates remained lower than the national average, and package numbers had reduced compared with the previous year.	Escalation to the Board to provide assurance and oversight.
Committee reporting	The committee received assurance that strengthened financial, contracting and operational reporting arrangements were providing greater visibility of risks, mitigations and delivery trajectories, enabling more effective scrutiny and oversight.	To note.

Contract and contract monitoring 2026/27	Progress was reported in finalising 2026/27 contracts with acute providers, with agreement reached on the majority of contracts and remaining issues close to resolution. The committee was assured that the focus had been on ensuring contracts were robust and fit for purpose, with clear accountability arrangements. The committee supported continued work to review Better Care Fund arrangements, community and mental health contracts, and the deconstruction of block contracts to improve transparency, accountability and understanding of how resources are utilised across the system.	To note.
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Date: 26 August 2026		Chair: Steve Igoe
Key Items Discussed		
Item	Issue	Action
Alert		
Financial performance at month 4	Although the ICB is reporting a break-even position, delivery of the financial plan remains dependent on significant quarter 3 and quarter 4 mitigations and waste reduction programme (WRP) schemes, with substantial residual financial risk remaining. Operational pressures continue across autism, ADHD, prescribing, continuing healthcare and provider activity delivery.	Escalation to the Board to provide assurance and oversight. Continue to monitor delivery of WRP, mitigations and associated financial risks.
All Age Continuing Care (AACC) operational performance at month 4	Workforce pressures within AACC, including 13% sickness absence and overdue reviews, present additional delivery risks to both operational and financial objectives. The committee also noted continuing risks associated with package of care costs. Mitigations are in place, including external review support, workforce planning, package cost controls and framework development to manage future pressures.	Escalation to the Board to provide assurance and oversight.
Contracting and contract monitoring	Significant work remains to deconstruct block contracts and improve transparency of	Escalation to the Board to provide assurance and oversight.

	expenditure ahead of 2027/28 planning.	Continue deconstructing the block programme and deep dive contract reviews, supported by MIAA.
Advise		
Transactions above £310k	Committee sought understanding of potential future backdates liabilities and improved forecasting of such costs.	Explore improved system intelligence and automation to better identify emerging liabilities.
Assure		
Financial performance at month 4	Committee received assurance that the year-to-date position remains on plan, with waste reduction programme (WRP) exceeding profile.	To note. Future reporting to include a range of forecast scenarios to provide greater visibility of delivery risks and potential year-end outcomes.
All Age Continuing Care operational performance at month 4	Fast track reviews stabilising following MIAA support. Quality premium performance remained above national benchmark. Committee received assurance that mitigations were in place and benefits should continue through the second half of the year.	To note.
Transactions above £310k	Committee noted previous assurance work regarding scrutiny, quality review and value-for-money assessment of high-cost cases.	To note. Established review process to be maintained.
Contracting and contract monitoring	Main contracts had now been signed, and strengthened contract monitoring arrangements were in place.	To note.

- **Appendix A** – Approved minutes of the Finance and Contracting Committee held on 24 June 2026. [Approved - Finance & Contracting Committee minutes 24 June 2026 v1.pdf](#)
- **Appendix B** – Approved minutes of the Finance and Contracting Committee held on 23 July 2026. [Approved - Finance & Contracting Committee minutes 23 July 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
Finance and Contracting Committee 26 August 2026	Workforce uncertainty arising from organisational change and high sickness absence. Referred workforce-related risks and assurances.	Transition and Change Committee

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
August 2026