NHS
Lancashire and South Cumbria
Integrated Care Board

Integrated Care Board

Date of meeting	5 November 2026
Title of paper	Finance and Contracting Committee Escalation and Assurance Report – 24 September 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 17 September 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	24 September 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 – 5 November 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 17 September 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: 24 September 2026		**Chair: Steve Igoe**
Key Items Discussed		
Item	**Issue**	**Action**
Alert		
Financial position and recovery programme	Whilst the year-to-date position remained balanced, significant risks remained within the forecast position and delivery of the financial recovery programme. The committee whilst noting the position and ongoing actions was not assured as to delivery, particularly given the reducing number of months left to deliver, the further mitigations yet to be defined and the requirement to focus on 27/28 cost reductions. Hitting this year's targets through the use of non-recurrent mitigations would leave challenges in exit run rate with a consequent 27/28 effect. The committee challenged whether the most likely forecast outturn scenario appropriately reflected downside risk and highlighted the reliance on non-recurrent measures and the implications for the underlying position entering 2027/28. It was suggested that the best case scenario was in fact that,	Ongoing monitoring through the committee's financial recovery and planning oversight arrangements.

	and that the most likely scenario (the same figures) was optimistic. Assurance was received that enhanced executive oversight arrangements were in place, including additional recovery actions and line-by-line review of outstanding schemes. Early planning for 2027/28 had commenced to improve implementation readiness and long-term sustainability.	
Elective recovery and contract performance	Evidence of underperformance against planned elective activity across a number of acute providers was considered. The committee challenged the realism of recovery assumptions, particularly in advance of winter pressures and sought regarding provider recovery plans, the impact on constitutional performance standards, and the wider implications of increasing reliance on independent sector capacity. Assurance was received that provider, contractual and financial information continued to be reviewed through multidisciplinary triangulation arrangements and formal contract management processes.	Provider recovery plans will be reviewed as they become available, supported by ongoing contract management and triangulation activity.
All Age Continuing Care (AACC) workforce capacity and financial pressure	Workforce capacity pressures affecting assessment and review activity and contributing to financial pressures within Discharge to Assess pathways, were discussed. Members highlighted the link between workforce capacity, operational performance and financial delivery and recognised the need for a coordinated organisational response. Assurance was received that additional capacity measures had been approved and review improvement work was underway. Performance against assessment timeliness standards continued to be maintained.	A detailed review of workforce capacity, sickness absence and operational pressures will be undertaken through the Transition and Change Committee.
Advise		

Risk focused deep dives and committee assurance	Reflection on the detailed scrutiny undertaken during the meeting highlighted the benefits of deeper consideration of complex financial, contractual and performance issues. Members considered that thematic deep dives would strengthen understanding of principal risks and enhance assurance to the Board.	Development of a programme of thematic deep dives into priority risk areas.
Infrastructure Strategy refresh	Committee discussion highlighted the importance of ensuring that future service models drive infrastructure requirements and that the strategy remains aligned with broader clinical, commissioning and organisational priorities. Assurance was received that work on the refresh had commenced and would continue through future milestone reporting and committee oversight.	To note.
Assure		
ADHD and autism expenditure management	The committee sought assurance regarding continuing expenditure growth, future financial exposure and the effectiveness of contractual controls in managing activity. Indicative activity plans had been initiated with 43 providers, with further arrangements being implemented from October. Work was also underway to strengthen contractual and commissioning arrangements for 2027/28 and explore alternative care pathways.	Continue implementation of activity plans and development of longer-term commissioning arrangements.
Grip and control programme	The committee welcomed progress against the outstanding grip and control recommendations. Two further recommendations had been completed and embedded into routine processes. Two actions remained outstanding and were expected to be completed during Quarter 3. Members emphasised the importance of maintaining visibility of outstanding actions until fully completed.	Continue delivery of the remaining recommendations and report progress through routine governance arrangements.

- **Appendix A –** Approved minutes of the Finance and Contracting Committee held on 26 August 2026: **Approved - Finance & Contracting Committee minutes 26 August 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
-	None identified	-

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
October 2026