NHS
Lancashire and South Cumbria
Integrated Care Board

Integrated Care Board

Date of meeting	5 November 2026
Title of paper	Transition and Change Committee Escalation and Assurance Report – 12 October 2026
Presented by	Evelyn Asante Mensah, Transition and Change Committee Chair
Author	Head of Governance and Committee Officers
Agenda item	23
Confidential	No

Executive summary

This report highlights key matters, issues, and risks discussed at the Transition and Change Committee meeting held on 12 October 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.

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.

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**
Transition and Change Committee	12 October 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

Transition and Change Committee Escalation and Assurance Report

1. Introduction

1.1 The Transition and Change Committee was established in June 2026 with its main purpose being to receive assurance that clear principles, plans and timescales were in place to enable the transition the new operating model by providing oversight of a robust programme to deliver the successful transition to the new operating model, whilst enabling the ICB to continue to deliver against its statutory responsibilities. To date, the Committee's work has focused predominantly on providing oversight of the ICB's management of change process and assurance in relation to external workforce transitions. This has enabled the Committee to maintain a clear focus on the effective management of transition and change during this phase.

1.2 As we move into the next phase of transition, the Committee's reporting arrangements will evolve accordingly. Going forward, it will report to the public Board, bringing its arrangements into line with those of the ICB's other assuring committees and supporting appropriate transparency and assurance through the Board's public reporting arrangements.

1.3 This report highlights key matters, issues, and risks discussed at ICB Transition and Change committee held on 12 October to alert, advise and assure the Board.

1.4 The summary report also highlights any issues, items referred or escalated to other committees or to the Board.

2. Transition and Change Committee Report

Date: 12 October 2026		**Chair: Evelyn Asante Mensah**
Key Items Discussed		
Item	**Issue**	**Action**
Alert		
-	-	-
Advise		
All Age Continuing Care (AACC) Absence Management	Sickness absence within AACC remained high. This is resulting in impact from an operational and financial perspective.	Undertake a detailed review of relevant cases, aligned to the planned internal audit, and report findings and recommendations to a future committee. A new absence management policy will be developed with training provided to managers in its application as a priority when staff have been aligned to posts.
Workforce Dashboard	The workforce dashboard remains a baseline during transition.	Refresh workforce reporting following organisational change

		drawing together quantitative data and staff-voice intelligence
Financial impact of organisational change	The ICB continues to manage a resource allocation reduction.	Maintain oversight of savings delivery, workforce assumptions and other dependencies. Undertake a lessons-learned review of the CSU transition.
EDI Annual Report	Improved representation and data completeness, but continuing underrepresentation of BME and disabled colleagues in senior roles.	EDI annual report to be submitted to the Board. Continue monitoring pay gaps, representation, progression and data completeness.
Assure		
Risk management	BAF-003 remained scored at 16, with the target date extended to 31 March 2027.	Continue close scrutiny and review the risk score again in January 2027, taking account of workforce implementation and movement into stabilisation.
People Impact Assessment	Received assurance on consistent assessment, trained panels, HR and independent EDI representation, moderation, reasonable adjustments and auditable decisions.	Continue agreed safeguards, monitor selection, redeployment and at-risk outcomes, and refresh the assessment when outcomes are confirmed.
Organisational architecture programme	Received an update on the coordinated work which continued across the Strategy Refresh, Target Operating Model, People and Culture, Performance and Accountability Framework and System-wide Improvement Approach, supported by engagement and co-production.	Continue committee oversight. Maintain oversight of readiness for implementation from April 2027.
People Plan Update	Received an update on the progress made against Q2 priorities.	Complete Quarter 3 priorities. Longer terms people plan to be developed
EDI assurance	Committee endorsed the EDI Annual Report, Workforce Diversity Report and Combined Pay Gap Report.	Maintain Board visibility and continue delivery of agreed improvement actions.

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