

Item: 9

REPORT CLASSIFICATION	✓	CATEGORY OF PAPER	✓
Official		Proposes specific action	
Official: Sensitive Commercial		Provides assurance	✓
Official: Sensitive Personal		For information only	

BOARD

30 SEPTEMBER 2026

Report Title:

Board Development Sessions: Strategic Commissioning and Quality, Safeguarding, and All Age Continuing Care

Purpose of report

To update the Board on the key themes, risks, assurances and actions arising from the recent Board Development Sessions and to enable members to note the learning and emerging considerations for future Board business.

Key points

The Board received reports from three development sessions covering strategic commissioning and quality management, safeguarding, and all-age continuing care.

Members discussed the ICB's evolving role in quality oversight and commissioning, emphasising the need for quality to be the organising principle of commissioning decisions, strengthened use of intelligence and early-warning indicators, and clearer prioritisation of quality improvement activity.

The statutory safeguarding refresher reinforced the Board's accountability for safeguarding assurance, highlighted learning from recent national and local reviews, and identified the need for stronger links between safeguarding intelligence and commissioning decisions, alongside a greater focus on prevention and addressing the impact of adverse childhood experiences.

The all-age continuing care update provided assurance on progress made through a significant improvement programme, including improved national performance, reductions in backlogs and disputes, stronger complaints management, and workforce and cultural improvements, while noting that appeals, unassessed periods of care, and financial pressures remain key risks.

Across all three sessions, a recurring theme was the importance of strengthening the translation of intelligence, learning and assurance into commissioning decisions, focusing on prevention and early intervention, and maintaining a clear line of sight between quality, safety, outcomes and resource allocation.

Risks and issues

Taken together, the sessions highlighted the need to strengthen the translation of intelligence, assurance and learning into commissioning decisions; improve clarity of accountability across quality and safeguarding functions; address significant operational and financial risks within All Age Continuing Care; and ensure that prevention, early intervention and partnership working remain central to the ICB's approach to improving outcomes and managing future demand.

Assurances and supporting documentation

Overall, the Board was assured that robust improvement programmes are in place across all three areas, performance is improving in several key operational services, and work is underway to strengthen governance, intelligence, learning and commissioning arrangements. Members recognised positive progress while acknowledging that further work is required to address remaining risks, ensure learning is translated into action, and maintain focus on prevention, quality and patient outcomes.

- Appendix 1 – Strategic Commissioning and Quality
- Appendix 2 – Safeguarding Refresher
- Appendix 3 – All Age Continuing Care

Recommendation/action required

The Board is asked to receive and note the report and the key assurances, risks and emerging strategic issues identified through the Board Development Sessions.

Acronyms and abbreviations explained

Explained throughout the report.

Sponsoring Chief Officer	Dr Hilary Lloyd, Chief Nursing Officer
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Date approved by Chief Officer	6 September 2026
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Report author	Sir Liam Donaldson, Chair
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Link to ICP strategy priorities

Longer and Healthier Lives	✓
Fairer Outcomes for All	✓
Better Health and Care Services	✓
Giving Children and Young People the Best Start in Life	✓

Relevant legal/statutory issues

Health and Care Act 2022

Any potential/actual conflicts of interest associated with the paper?	Yes		No	✓	N/A	
Equality analysis completed	Yes		No		N/A	✓
If there is an expected impact on patient outcomes and/or experience, has a quality impact assessment been undertaken?	Yes		No		N/A	✓

Essential considerations

Financial implications and considerations	Not applicable
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Contracting and Procurement	Not applicable
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Commissioning Team	Not applicable
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Digital implications	Not applicable
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Clinical involvement	Not applicable
Health inequalities	Not applicable
Patient and public involvement	Not applicable
Partner and/or other stakeholder engagement	Not applicable
Other resources	Not applicable