

Item: 10.1

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

BOARD	
30 SEPTEMBER 2026	
Committee Escalation and Assurance Report	
Committee Name:	Leadership Committee
Committee Chair:	Sam Allen, Chief Executive
Dates of Committee Meeting/s:	9 June 2026, 12 August 2026
Alert: <i>Matters that need the Board's attention or action e.g. area of non-compliant, safety issue, new risks identified.</i>	
None	
Advise: <i>Matters to inform the Board of - developments, opportunities or areas subject to ongoing monitoring.</i>	
The Leadership Committee met on 9 June 2026 and 12 August 2026. Leadership Committee on 14 July 2026 was stood down. The key points to bring to the Board's attention from each meeting are detailed in accompanying decision logs (Appendix 1). The confirmed minutes from the 9 June 2026 and 12 August 2026 meetings are also attached for assurance (Appendix 2). 9 June 2026 The following items were submitted to the meeting of the Committee and details are contained within the attached decision log (Appendix 1) and confirmed minutes (Appendix 2): • Draft NENC ICB Annual Report & Accounts • Programme Delivery Model and Training Programme • Attention Deficit Hyperactivity Disorder (ADHD) and Autism Update and the draft Adult ADHD Commissioning Policy • NENC ICB and ICS Finance Update Month One • New Establishment and Vacancy Control Process • ICBP020 Incident Reporting and Management Policy • ICBP055 Use of AI and Approval Policy • ICBP025 Intellectual Property Management and Revenue Sharing Policy • ICBP008 Confidentiality and Data Protection Policy • ICBP010 Data Quality Policy • ICBP012 Electronic Signature Policy 14 July 2026 The meeting scheduled for 14 July 2026 was stood down. To ensure that essential business could continue, one item was circulated to Committee members for approval via the Microsoft Teams Approvals process. The item listed below was approved through the process and were subsequently reported under Matters Arising at the meeting held on 12 August 2026, enabling the approvals to be formally recorded in the minutes.	

- Attention Deficit Hyperactivity Disorder (ADHD) and Autism Update and the draft Adult ADHD Commissioning Policy

12 August 2026

The following items were submitted to the meeting of the Committee and details are contained within the attached decision log (Appendix 1) and confirmed minutes (Appendix 2):

- Financial Sustainability Group Terms of Reference
- Fit for the Future
- ICB Programme Delivery Model and Training Programme
- Dashboard and Tools Access Model
- North East and North Cumbria (NENC) Work and Health: Next Steps and Financial Approvals
- Optimise Business Case
- Review of the North East and North Cumbria Child Death Review Arrangements
- NENC Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) reports 2024-25

The confirmed minutes from the Leadership Committee meetings held on 9 June 2026 and 12 August 2026 are attached as appendix 2, respectively.

Assure: Areas of assurance that the Committee has received

The Committee also received several items for assurance, and these included:

- Board Assurance Framework and Risk Management Reports
- NENC ICB Audit Actions Report
- Subcommittee Escalation and Assurance Reports
- Strategic Commissioning and Delivery Planning Update
- Freedom to Speak Up Reports
- NENC ICB and ICS Finance updates
- Integrated Delivery Report
- Quality Updates
- ICB Policy Overview Matrix
- Lord Mann Review Letter and Actions
- ICB Programme Delivery Model and Training Programme
- Budget Delegation
- Community Waiting Lists Metrics
- Cancer Recovery Metrics
- Strategic Commissioning and the Quality Management Framework
- Aubrey Self-Assessment for NENC ICB

Supporting Documentation

- Decision logs (Appendix 1) 9 June 2026 and 12 August 2026
- Confirmed minutes (Appendix 2) 9 June 2026 and 12 August 2026

Conflicts of Interest

Any potential/actual conflicts of interest associated with the paper?

Yes

No

✓

Recommendation / Action Required

The Board is asked to receive the Committee Escalation and Assurance Report and ask any questions of the Committee Chair.

The Board is asked to receive confirmed minutes (Appendix 2) and decision logs (Appendix 1) from the meeting held on 9 June 2026 and 12 August 2026 for information and assurance.

Report author

R Herron, Corporate Governance Officer

Date of Approval

16 September 2026

Appendix 1 - Decisions Log – Public Leadership Committee – June 2026

Agenda Item	Description	Decision/action
Draft Annual Report and Accounts 2025/26	The report provided the Committee with the draft Annual Report and Accounts for the period 1 April 2025 to 31 March 2026. Members reviewed the draft report ahead of submission to the Extraordinary Board meeting and considered arrangements for audit completion, scrutiny engagement and public reporting.	The Committee noted the annual assessment requirements and ongoing work to finalise the Annual Report prior to submission to NHS England and recommended approval to the Board.
Specialised Subcommittee Escalation and Assurance Report and Minutes	The Committee received the Specialised Subcommittee Escalation and Assurance Report and minutes, noting updates on specialised cancer pathways, mechanical thrombectomy, delegated commissioning arrangements and provider collaborative oversight. The Committee also considered and supported the proposed changes to the Specialised Commissioning Subcommittee Terms of Reference.	The Committee approved the updated specialised commissioning subcommittee terms of reference.
Programme Delivery Model and Training Programme	The report provided the Committee with a proposed programme delivery methodology and training approach designed to standardise project and programme management across the ICB. The report outlined governance arrangements, organisational development requirements and the establishment of a Programme Group to oversee implementation.	The Committee approved the formation of the Programme Group and supported development of a comprehensive programme plan for implementation.
Attention Deficit Hyperactivity Disorder (ADHD) and Autism Update and the draft Adult ADHD Commissioning Policy	The report provided the Committee with an update on ADHD and autism services, strategic commissioning actions and the proposed Adult ADHD Commissioning Policy. The policy sought to improve consistency, address long waiting times, strengthen referral management arrangements and provide a framework for prioritisation and service delivery	The Committee approved the draft Adult ADHD Commissioning Policy for implementation, subject to final amendments and strengthening of the Equality and Quality Impact Assessment.
NENC ICB and ICS Finance Update Month One	The report provided the Committee with an update on the Month One financial position for 2026/27, including budget allocations, proposed virements and the transfer of Cancer Alliance funding. Members considered financial performance, delegated budgets and hosted arrangements.	The Committee approved the proposed virements and approved the transfer of Cancer Alliance funding of £11.608m.
New Establishment and Vacancy Control Process	The report provided the Committee with a revised Establishment and Vacancy Control Process developed jointly by Workforce and Finance colleagues.	The Committee approved the new Establishment and Vacancy Control Process and endorsed its application across the ICB.

Agenda Item	Description	Decision/action
	The process introduced a more consistent and robust approach to vacancy control, establishment management and workforce governance.	
Policies	The following policies were presented to the Committee following an annual review and minor updates: The following Policies were reviewed and agreed: • ICBP020 Incident Reporting and Management Policy • ICBP055 Use of AI and Approval Policy • ICBP025 Intellectual Property Management and Revenue Sharing Policy (Item 14.3) • ICBP008 Confidentiality and Data Protection Policy • ICBP010 Data Quality Policy • ICBP012 Electronic Signature Policy	The Committee approved the minor amends of the current policies

Appendix 1 - Decisions Log – Public Leadership Committee – July 2026

Agenda Item	Description	Decision/action
Adult ADHD Commissioning Policy	The report provided the Committee with the final version of the Adult Attention Deficit Hyperactivity Disorder (ADHD) Commissioning Policy for ratification following approval in principle at the June 2026 Leadership Committee. The policy was approved through MS Teams Approvals.	The Committee approved the final version of the Adult ADHD Commissioning Policy, noted that the policy would form part of the contractual agreement with the Referral Management Service, approved immediate implementation subject to normal operational arrangements, and approved publication of the policy as part of the wider communications plan.

Appendix 1 - Decisions Log – Public Leadership Committee – August 2026

Agenda Item	Description	Decision/action
Financial Sustainability Group (FSG) Terms of Reference	The report provided the Committee with updated Terms of Reference for the Financial Sustainability Group to reflect organisational and governance changes. Members discussed membership arrangements and oversight responsibilities relating to financial performance and efficiency delivery.	The Committee approved the revised Financial Sustainability Group Terms of Reference subject to a review of the membership
Fit for the Future	The report provided the Committee with a proposed system-wide communications and involvement approach designed to strengthen public engagement, support service transformation and develop a consistent evidence base of patient and public insight across the system.	The Committee approved investment for 2026/27 and supported the system-wide communications and involvement approach.
ICB Programme Delivery Model and Training Programme	The report provided the Committee with the refreshed delivery model, governance framework, delivery tools, reporting arrangements and training programme designed to improve project and programme management across the organisation	The Committee approved the comprehensive programme plan and supported implementation of the delivery model across the ICB.
Dashboard and Tools Access Model	The report provided the Committee with proposed changes to the access model for data and insight tools. The proposal sought to move from a request-based access process to a role-based model, providing staff with access to relevant non-patient-identifiable dashboards and intelligence tools based on their role. The report also outlined governance arrangements, audit processes and access controls designed to improve usability, increase adoption of data tools and strengthen organisational insight capability.	The Committee supported role-based access, endorsed the governance framework and noted the need for clear accountability and joiner, mover and leaver controls.
North East and North Cumbria (NENC) Work and Health: Next Steps and Financial Approvals	The report provided the Committee with an update on the Work and Health Programme and sought approval for programme delivery plans, contract extensions and targeted investments to tackle health-related economic inactivity across North East and North Cumbria	The Committee approved the WorkWell delivery plan, contract extensions, Health and Growth Accelerator funding and associated investment proposals.

Agenda Item	Description	Decision/action
Optimise Business Case	The report provided the Committee with the business case for continuation and expansion of the OPTIMISE COPD programme. The proposal sought support for full rollout across general practice following evidence of improved patient management and reduced urgent and emergency care activity.	The Committee ratified implementation of the programme for 2026/27 and agreed that future recurrent funding should be considered through commissioning intentions and the planning process.
Review of the North East and North Cumbria Child Death Review Arrangements	The report provided the Committee with the findings of a review of Child Death Review arrangements across North East and North Cumbria. The review identified variation in existing arrangements and explored options for future governance and oversight models.	The Committee noted the report and rejected the recommendation to support reduction of the four existing panels to a single panel at that stage, pending further development work and implementation planning.
NENC Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) reports 2024-25	The report provided the Committee with the annual Workforce Disability Equality Standard and Workforce Race Equality Standard results, highlighting workforce experience, equality indicators and associated improvement actions.	The Committee approved the WDES and WRES reports, supported the associated action plans and approved publication of the reports.