NHS
North East and North Cumbria

Item: 10.1

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

BOARD

25 NOVEMBER 2026

Committee Escalation and Assurance Report

Committee Name:	Public Leadership Committee
Committee Chair:	Sam Allen, Chief Executive
Dates of Committee Meeting/s:	9 September 2026, 14 October 2026

Alert: *Matters that need the Board's attention or action e.g. area of non-compliant, safety issue, new risks identified.*

Not applicable

Advise: *Matters to inform the Board of - developments, opportunities or areas subject to ongoing monitoring.*

The Leadership Committee met on 9 September 2026 and 14 October 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 September 2026 and 14 October 2026 meetings are also attached for assurance (Appendix 2).

9 September 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):

- University Hospitals Tees Transformation Programme Governance Arrangements
- Programme Delivery Model and Training Programme
- Subcommittee Terms of Reference Updates
- Block Deconstruction Community and Mental Health Update
- Financial Accountability and Planning Framework
- Strategic Commissioning Workforce Development Programme Proposal
- Tuberculosis and Migrant Health
- Health Equity and Inclusion Strategy 2026-30
- Incident Response Plan

14 October 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):

- Adverse Weather Plan
- On Call Framework
- Pandemic Framework
- People and Culture Plan
- ICBP007 – Complaints Policy
- ICB HR27 – Reward and Recognition Policy

The confirmed minutes from the Leadership Committee meetings held on 9 September 2026 and 14 October 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
- NENC ICB and ICS Finance updates
- Integrated Delivery Report
- Quality Updates
- ICB Policy Overview Matrix

Supporting Documentation

- Decision logs (Appendix 1) 9 September 2026 and 14 October 2026
- Confirmed minutes (Appendix 2) 9 September 2026 and 14 October 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 September 2026 and 14 October 2026 for information and assurance.

Report author	R Herron, Corporate Governance Officer
Date of Approval	19 November 2026

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

Agenda Item	Description	Decision/action
University Hospital Tees Transformation Programme Governance Arrangements	The report provided the Committee with the proposed formal programme governance arrangements for the University Hospital Tees (UHT) transformation programme. The purpose of the proposed group was therefore to establish a clear governance structure before formal approvals, business-case development and consultation progressed. The Committee were informed that the group would provide strategic oversight, coordination, assurance and accountability, and would hold together operational and strategic strands that were not always sufficiently connected.	The Committee approved the Terms of Reference and the establishment of the programme governance group for the purpose of providing strategic oversight, coordination and assurance.
Subcommittee Terms of Reference Updates	The Committee received the proposed updated terms of reference for three of the four subcommittees. The proposed amendments were not significant and principally concerned updates to membership and correction of the Acute Subcommittee's name to Secondary Care Subcommittee.	The Committee approved the updated Terms of Reference for the: • Neighbourhood Health Subcommittee • Secondary Care Subcommittee • Integrated Mental Health and All Age Continuing Care Subcommittee
Financial Accountability and Planning Framework	The report provided the Committee with the Financial Accountability and Planning Framework. The report outlined that budget holders were expected to identify pressures early and manage them through efficiencies and other available measures. Where this was not possible, pressures should be escalated to the relevant subcommittee, which should consider the full range of options within its delegated budgets. Only after those steps had been exhausted should unresolved issues come to the Committee.	The Committee supported the financial accountability and planning approach.
Strategic Commissioning Workforce Development Programme Update	The report provided the Committee with the proposed single strategic commissioning development programme. The report proposed that the starting point was the National Commissioning Academy team diagnostic, allowing comparison with other ICBs and fulfilment of national expectations. If approved a small pilot would precede wider rollout.	The Committee supported development of the programme, the diagnostic, pilot, live-work approach and use of internal and national resources first, subject to the resolution of the governance issue and without granting the proposed delegation.

Agenda Item	Description	Decision/action
Tuberculosis and Migrant Health	The report provided the Committee with the current concerns regarding infectious disease screening for asylum seekers and newly arrived migrant populations. Clinicians had reported increased diagnoses of tuberculosis, hepatitis and HIV. A 2025 baseline assessment had identified variation in workforce capacity, operating models, outreach and system resilience.	The Committee approved the proposed workshop objectives, intended outputs, implementation approach and governance arrangements and the funding of up to £3000 to support delivery.
ICB Healthy Equity and Inclusion Strategy 2026-30	The report provided the draft four-year strategy, including its vision, mission, five values, strategic priorities, indicators, governance and proposed delivery planning. The strategy responded to statutory duties, previous external reviews and newer expectations relating to equity, inclusion, racism and religious hatred. It was intended to guide both strategic commissioning and the organisation's responsibilities to its workforce and communities.	The Committee supported the NENC ICB Healthy Equity and Inclusion Strategy 2026–2030 for Board approval, including the proposed vision, mission and five HEI values, and endorsed the five strategic priorities and associated Key Performance Indicators. It also supported the governance structure, including bi-annual Board reporting, and supported in principle the resource requirements for a dedicated HEI team and ringfenced budget, with a detailed business case to follow.
Incident Response Plan	The report provided the Committee with the annual refresh of the ICB Incident Response Plan. The plan described how the ICB would prepare for, respond to and recover from incidents, including its system-leadership role, the System Health Coordination Group and operation of an incident coordination centre.	The Committee approved the ICB Incident Response Plan
Policies	The following policies were presented to the Committee following an annual review and minor updates: The following Policies were reviewed: • ICBP007 Complaints Policy	The Committee deferred the approval of the ICBP007 Complaints Policy to the next meeting.

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

Agenda Item	Description	Decision/action
Adverse Weather Plan	The report provided the Committee with the updated ICB Adverse Weather Plan. The plan had been updated following organisational restructuring and changes to roles, as well as to reflect national hot- and cold-weather requirements applicable to the ICB as a Category One responder.	The Committee approved the Adverse Weather Plan.
On Call Framework	The report provided the Committee with the updated ICB On Call Framework. The framework had been updated for recent organisational and role changes and now described the first- and second-on-call model and expectations of participating colleagues.	The Committee approved the On Call Framework
Pandemic Framework	The report provided the Committee with the ICB Pandemic Response Framework. The framework had been developed over an extended period using learning from COVID-19, the continuing COVID inquiry and Exercise Pegasus, a national Tier 1 exercise undertaken over several months. The inquiry learning supported a flexible framework rather than an overly prescriptive scenario-specific plan.	The Committee approved the Pandemic Framework

Agenda Item	Description	Decision/action
People and Culture Plan	The report provided the Committee with the proposed people and Culture Plan. The plan aims to create a clearer organisational offer, defining both what the People and Culture team would provide and the boundaries of its role, while supporting the ambition for the ICB to be a good place to work.	The Committee approved the People and Culture Plan
Policies	The following policies were presented to the Committee following an annual review and minor updates: The following Policies were reviewed and agreed: • ICBP007 – Complaints Policy • ICB HR27 – Reward and Recognition Policy	The Committee approved the minor amends of the current policies