

ICB Function and Decision Map

	Role	Function/Purpose	Example of key decisions / responsibility
ICB Board	The statutory governing body responsible for leading, overseeing, and holding accountability for the planning, commissioning, and delivery of NHS services within its geographical area.	The Board ensures the ICB fulfils its legal obligations and delivers improved health outcomes for its population while working in partnership across health, social care, and community sectors.	<ul style="list-style-type: none"> • set the strategic direction and approves the ICB’s plans, budgets, and policies. • allocate resources and oversees financial and operational performance. • ensure compliance with statutory duties, governance, and risk management. • approve major contracts, investments, and organisational structures. • hold the system to account for improving health outcomes and reducing inequalities
Cheshire and Merseyside Health and Care Partnership	The statutory joint committee between the ICB and the Local Authorities within its area. Its key role is to act as a broad alliance of organisations— including the NHS, local authorities, voluntary, community, faith and social enterprise sectors, emergency services, and others—working together to improve the care, health, and wellbeing of the population across Cheshire and Merseyside	Acts as the Integrated Care Partnership for the region, bringing together the NHS, local authorities, and other key partners to develop and oversee a shared strategy for improving health, care, and wellbeing. Its main function is to facilitate collaboration across organisations, set system-wide priorities, and address complex, long-term challenges—such as health inequalities—by aligning efforts and resources to deliver better outcomes for all resident	<ul style="list-style-type: none"> • develop and approves the Integrated Care Strategy for the system. • set system-wide priorities and recommends collaborative actions to improve health and reduce inequalities. • align local and system strategies, and reviews progress against shared objectives. • engage partners and the public in strategic planning and decision-making. • report to the ICB and Health and Wellbeing Boards, escalating key issues and recommendations as needed.
Executive Committee	The Committee that oversees its statutory commissioning responsibilities and aligns strategies with system priorities—improving health outcomes, reducing inequalities, delivering value, and supporting wider development. It supports the Chief Executive and provides assurance to the Board that decisions are evidence-based and risks are effectively managed.	The Committee manages the ICB’s day-to-day operations and performance, making strategic, commissioning, and risk-related decisions within its delegated authority. It oversees key areas such as commissioning, digital transformation, workforce, governance, emergency planning, and partnerships. Additionally, it maintains risk oversight, ensures statutory compliance, and escalates major issues to the Board. By developing and approving policies, strategies, and operational structures, the Committee ensures the ICB runs efficiently, meets legal requirements, and continuously improves service quality for Cheshire and Merseyside residents	<ul style="list-style-type: none"> • oversee day-to-day operations, performance, and risk management for the ICB. • approve and monitors strategies, commissioning plans, and major service changes. • make decisions on workforce, digital, governance, and partnership arrangements. • ensure compliance with statutory duties and internal policies. • escalate significant risks or issues to the Board and provides assurance on delivery and improvement.
System Primary Care Committee (SPCC)	The ICB’s key forum for system-wide leadership, assurance, and decision-making on all aspects of primary care commissioning and delivery, ensuring that services are effective, efficient, and aligned with both local and national priorities – all four contractor groups	<p>Collective decision-making on review, planning, procurement, commissioning, and management of primary care service.</p> <p>Reports to, escalates to and provides assurance to the ICB Board</p>	<ul style="list-style-type: none"> • approve the commissioning, procurement, and management of primary medical (GP), pharmacy, dental, and optometry services • approve and overseeing the implementation of the Primary Care Strategy /National Policy • oversee performance, quality, and financial assurance for primary care • approve remedial actions where assurance cannot be provided Approving the establishment of sub-committees and their terms of reference • approve sub committee-based recommendations or calling in decisions for system-level review • ensure risk management and escalation of primary care risks to the Board • approve policies explicitly related to the Committee’s remit
Finance, Investment and Resources Committee	The ICB Committee that takes a system-wide view on the use and deployment of resources, helping to secure long-term financial	To provide assurance, oversight, and expert advice on all matters relating to finance, investment, and resource management across the Cheshire and Merseyside system. Its key role is to support the development and delivery of the ICB’s financial strategy, oversee	<ul style="list-style-type: none"> • set financial principles, priorities, and strategy for the ICB. • approve and monitor financial plans, investments, and major procurements. • oversee resource allocation, efficiency, and value for money. • ensure compliance with financial governance and approve related policies. • escalate significant financial risks and provide assurance to the Board.

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	sustainability and alignment with strategic objective.	financial performance, and ensure robust financial control and value for money	
Quality and Performance Committee	The Committee provides assurance to the ICB Board that high standards of care, patient safety, and clinical effectiveness are being maintained across all commissioned services.	Oversee the development and implementation of quality strategies, monitor performance against quality indicators, and ensures that learning from incidents, complaints, and patient feedback is used to drive continuous improvement	<ul style="list-style-type: none"> • oversee and assure the quality, safety, and effectiveness of commissioned services. • monitor performance against key targets and standards. • review serious incidents, complaints, and safeguarding issues. • approve and monitor quality improvement plans. • escalates significant risks or concerns to the Board. • ensures compliance with statutory and regulatory requirements.
Shaping Care Together Joint Committee	Act as a joint decision-making body established by and with delegated decision-making authority from NHS Cheshire and Merseyside ICB and NHS Lancashire and South Cumbria ICB.	Oversee the Shaping Care Together programme, driving decisions to improve health and care services in Southport, Formby, and West Lancashire. It brings both ICBs together to plan, commission, and review services, ensuring decisions are clinically led, evidence-based, and meet local needs.	<ul style="list-style-type: none"> • oversee programme governance and ensure effective structures for decision-making. • approve key business cases (case for change, pre-consultation, outline and full business cases). • make joint decisions on service planning and commissioning within the programme's scope. • ensure clinical leadership and evidence-based proposals for service transformation. • lead public and stakeholder engagement and ensure compliance with statutory consultation duties. • monitor programme performance and consider long-term service transformation opportunities. • escalate recommendations and changes in scope to the Boards of both ICBs
North West Specialised Services Joint Committee	Acts as a collaborative decision-making body for NHS Cheshire and Merseyside, NHS Greater Manchester, and NHS Lancashire and South Cumbria Integrated Care Boards for specialised services.	Provides strategic leadership and oversight for planning, commissioning, and delivering specialised health services across the region, ensuring they are managed efficiently and align with regional and national priorities. It approves the operating model, sets strategic priorities, monitors quality and financial performance, ensures clinical leadership and stakeholder engagement, and supports service transformation and integration to reduce health inequalities	<ul style="list-style-type: none"> • oversee and make joint decisions on the planning, commissioning, and delivery of delegated specialised services across the North West • approve and review the operating model, strategic priorities, and annual financial plans for specialised services. • monitor quality, performance, and financial management of specialised services, including risk and issue escalation. • ensure clinical leadership, stakeholder engagement, and compliance with statutory and regulatory requirements. • support service transformation, integration, and reduction of health inequalities across the region