



**Health Board
Key Issues Report**
(this report should be a maximum of 2 sides of A4 paper)

Board Date		24/09/2026	
Date of Committee		25/08/2026	Report of: Performance, Finance and Information Governance
Quoracy met:		Yes	
1	Agenda	The Performance Finance and Information Governance Committee (PFIGC) continues to meet bi-monthly. The Committee considered an agenda which is attached: PFIG Committee - BCUHB	
2a	Alert	The PFIG Committee wish to Alert members of the Board that: • There continued to be a larger than planned in-month deficit in Month 4 with a year-to-date deficit of £22.9 million, compared to a planned deficit of £14.3 million. Despite good progress on identifying savings, these are not having a positive impact on the 'bottom line'. • Delivery of sustainable recurrent savings remains challenging, with some opportunities dependent on additional operational capacity, data intelligence and successful implementation of the Clinical Variation Workstream, which has to address deep-rooted and systemic issues. • Overall waiting lists have started to increase, creating a risk to the delivery of planned care trajectories and de-escalation targets. • Cancer performance remains significantly below the national standard, with ongoing pressures in dermatology, colorectal, breast and urology pathways. • Endoscopy capacity and quality concerns were highlighted, alongside continued challenges in urgent and emergency care performance, particularly 12-hour waits. • An increase in Never Events and complaints was noted, requiring continued scrutiny and improvement. • The Committee was concerned that updates had not been provided against some of the key deliverables in the Board Assurance Framework during the current reporting cycle.	
2b	Assurance	The PFIG Committee wish to Assure members of the Board that: • In relation to Value and Sustainability, the Committee was assured that robust governance and monitoring arrangements are in place, with work progressing to strengthen benchmarking, benefits realisation and the measurement of value beyond financial savings.	

		• There is good progress on identifying savings in the current year and, while challenging, the Welsh Government 'ask' to deliver £63 million savings in total in order to achieve break even is not out of reach. • Targeted recovery plans, performance monitoring arrangements and improvement programmes are in place across all key areas of concern. • Management demonstrated a clear understanding of the challenges, risks and required actions, with regular oversight through Health Board governance arrangements.
2c	Advise	The PFIG Committee wish to Advise members of the Board that: • There is a need to maintain oversight of the Value and Sustainability programme's delivery, particularly the translation of identified opportunities into sustainable savings, productivity improvements and measurable benefits for patients and services. • Whilst progress is being made in several performance domains, significant delivery risks remain against a number of national targets and de-escalation criteria. • Continued focus is required on planned care recovery, cancer improvement, urgent and emergency care flow, diagnostic capacity and quality and safety performance. • The Board should maintain close oversight of recovery trajectories and the impact of improvement actions being implemented across the organisation. • Additional Welsh Government funding (though less than requested) has been secured to support planned care, diagnostics and urgent and emergency care recovery programmes, although delivery risks remain.
2d	Review of Risks	PFIG received assurance and endorsed the updated Board Assurance Framework noting that: • The Committee reviewed the refreshed Board Assurance Framework and was assured that it provides clearer alignment between Strategic Intent, IMTP objectives, risks and assurances; however, members highlighted the need for greater visibility of actions to address identified gaps in control and assurance, particularly in areas of low delivery confidence. Members also cautioned that some of the deliverables (including ones where confidence was reported as high) seemed unrealistic in the light of actual progress in addressing difficult problems.

2e	Sharing of learning	There were no specific learning items to draw to the Board's attention on this occasion.
3	Actions to be considered by Quality, Safety and Experience Committee	A deep-dive review of endoscopy performance and quality concerns will be undertaken through the Quality, Safety & Experience Committee.