



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

Board Date		28/05/2026	
Date of Committee		28/04/2026	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	<p>The PFIG Committee wish to Alert members of the Board that:</p> <ul style="list-style-type: none">• In relation to Planned Care, while progress has continued in reducing long waiting times for planned care, members noted that much of this improvement has depended on temporary measures, such as additional clinics and external support. The Committee did not yet have sufficient assurance that long-term, sustainable capacity and productivity have improved to the same extent.• There is limited visibility at this stage of when reliance on temporary arrangements will reduce and how improvements will be maintained using the Health Board's everyday staffing and facilities.• The Health Board remains in a forecast deficit position. Although this reflects wider pressures across NHS Wales, it continues to present a risk if recurring solutions are not established.• The Committee did not have the opportunity to consider the revised Performance and Accountability Framework as requested by the March Board, but noted the issue is not with the draft document but with the failure of current operational arrangements to reflect it.• The draft financial outturn for 2025/6 clearly shows that we are far from achieving a 'left shift' as required by the Community by design initiative, with underspends in key areas of primary care delivery.• Although an initial review of the financial implications of Foundations for the Future suggests a saving in respect of the most senior management tiers, there is a need for greater consideration of the transition costs and likely overall costs.	
2b	Assurance	The PFIG Committee wish to Assure members of the Board that:	

		<ul style="list-style-type: none"> • Clear progress has been made in improving access to services, including: <ul style="list-style-type: none"> ○ Significant reductions in the longest waiting times for planned care and in the number of patients waiting more than 52 weeks for a first outpatient appointment. ○ Continued focus on improving cancer, diagnostic and urgent care pathways. • A refreshed Integrated Performance Report is being developed to make information clearer and easier to understand for Board members and the public, supporting more transparent oversight. • Internal Audit have been asked to review the Foundations for the Future programme, providing additional assurance on delivery, governance and risk management.
2c	Advise	<p>The PFIG Committee wish to Advise members of the Board that:</p> <ul style="list-style-type: none"> • Future improvement around planned care should now focus less on temporary recovery measures and more on: <ul style="list-style-type: none"> ○ Improving productivity within existing services. ○ Making the best use of staff time, theatres and clinical capacity. ○ Clearly setting out how improvements will be sustained. • The Committee recommends that final approval of the Commissioning Assurance Framework is informed by Committee scrutiny to ensure it provides clear oversight of quality and safety in services provided by external partners. • Consideration may be needed on how current financial control arrangements balance necessary oversight with supporting local teams to take responsibility for delivery and improvement. The Committee is concerned that current arrangements stifle the ability of operational managers to make changes which would improve performance. • The Committee believes that opportunities to pilot genuinely pooled budgets with one or more local authorities to enable more rapid discharge of for Delayed Transfer of Care patients should be explored energetically.
2d	Review of Risks	<p>PFIG received assurance and endorsed the updated Board Assurance Framework noting that:</p> <ul style="list-style-type: none"> • The Committee received an update on the three risks of which it has oversight noting that the template for reporting risk to committee is being reviewed.

		<ul style="list-style-type: none"> • Work is underway to improve how risks are reported to committees, making them clearer and more consistent. • Continued reliance on temporary service arrangements remains an important risk that spans performance, finance and sustainability.
2e	Sharing of learning	There were no specific learning items to draw to the Board's attention on this occasion.
3	<p>Actions to be considered by P&C</p> <p>Executive Committee</p> <p>QSE</p> <p>PPHP</p>	<ul style="list-style-type: none"> • Assurance is sought on the availability and continuity of programme management support for the Foundations for the Future programme, to reduce the risk of disruption during implementation. • Attention is drawn to the timing of Information Governance reporting, to ensure relevant information is seen by Executive Committee in good time to support oversight and decision-making • The Executive Committee is asked to escalate data on theatre productivity in performance reporting, as there is no evidence of positive change. • QSE is asked to consider the draft Commissioning Framework to ensure quality and safety are given sufficient weight in procurement activity. • The current practice of our staff advising journalists to source information through FOIs should be reconsidered.