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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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

Board Date		30/07/2026	
Date of Committee		23/06/2026	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: - Planned Care recovery remains off trajectory, with particular concern regarding 104-week waits: there is limited confidence in deliverability. - Urgent and Emergency Care performance remains fragile, with ongoing challenges in patient flow, delayed discharges and inconsistent delivery of improvement across sites. - Achieving a balanced budget remains challenging, with a material gap in deliverable savings and increasing deficit pressures: identified savings to date are largely from the value and sustainability work. .	
2b	Assurance	The PFIG Committee wish to Assure members of the Board that: - A revised Planned Care recovery approach is being developed, including strengthened leadership, a speciality-led model and improved alignment between operational and financial planning. - Some early signs of improvement are emerging, including reductions in the longest waits and improved operational grip in some services, supported by strengthened recovery governance. - A Value and Sustainability framework is in place, with a defined pipeline of opportunities and a focus on productivity, efficiency and outcomes. The Committee will have a development session specifically relating to this. - A revised approach to business case governance is being implemented, strengthening prioritisation, aligning proposals to planning and available funding envelopes, and enabling greater local ownership of resource	

		decisions to reduce unnecessary reliance on formal business cases. This needs to be accompanied by a streamlining of the ECR process and a review of the centralised decision making on certain types of expenditure even when these are within devolved budgets.
2c	Advise	The PFIG Committee wish to Advise members of the Board that: • The organisation must accelerate delivery of systemic improvements, particularly around productivity (e.g. theatres, diagnostics and workforce utilisation). • Stronger clinical engagement and ownership are critical to achieving sustainable improvement and delivering value-based changes: again, greater flexibility in applying centralised controls and in handling business cases where these are needed will be important in securing buy-in. • The new version of the Integrated Performance Report was received for the first time, the Committee were pleased with the new format although significant concerns remain about many aspects of performance.
2d	Review of Risks	• The risks that the Committee has oversight of were reviewed with the Committee noting that deep dives were ongoing.
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	People and Culture to review work underway to simplify the ECR process.