



**Minutes of the meeting of the
Performance, Finance and Information Governance Committee (PFIGC)
held in public on 1.9.23 in the Boardroom, Carlton Court and via Teams**

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| Present: Gareth Williams Prof Mike Larvin Clare Budden | Independent Member / Committee Chair Independent Member (IM) Independent Member |
| In Attendance: Adele Gittoes Nick Graham Elin Gwynedd Andrea Hughes Mandy Jones Dr Nick Lyons Phil Meakin Dylan Roberts Carol Shillabeer Paolo Tardivel Diane Davies Observing Dave Harries Nesta Collingridge Michelle Phoenix Joanna Garrigan | Interim Executive Director Operations (via Teams) Associate Director Workforce Planning and Performance Chief of Staff, CEO office Interim Finance Director – Operational Finance Deputy Executive Nurse Director Executive Medical Director Acting Board Secretary (part meeting) Chief Digital and Information Officer (part meeting) Interim Chief Executive (CEO) (part meeting) Director Transformation and Improvement Corporate Governance Manager / Committee Secretariat – for minutes Head of Internal Audit Head of Risk Management Audit Wales – Performance Lead (part meeting) Finance Director – Commissioning and Strategy |

| Agenda item discussed | Action by |
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| <i>The minutes are recorded in the order items were considered due to operational need.</i> | |
| PF23/108 Apologies Apologies were received from Jason Brannan, for whom Nick Graham deputised, Chris Stockport, for whom Paolo Tardivel deputised, Russell Caldicott for whom Andrea Hughes deputised and Angela Wood, for whom Mandy Jones deputised. | |
| PF23/109 Declarations of Interest PF23/109.1 Independent Member (IM) Clare Budden declared her substantive role as Chief Executive of a housing association in respect of potential discussion of estate development at Penrhos. | |

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| <p>PF23/109.2 IM Prof Mike Larvin declared his substantive role within the University in regard to discussion of item PF23/119 North Wales Medical School Estate Planning update.</p> | |
| <p>PF23/110 Draft Minutes of the previous meetings held on 30.6.23 for approval</p> <p>The Committee received the draft minutes of its meetings held on 30.6.23 and these were approved as a correct record subject to the amendment of PF23/87.4 to read:</p> <p><i>“perceived capacity was the issue. It was noted that significant staffing increase was being considered within the cardiac network.”</i></p> | |
| <p>PF23/111 Matters arising and table of actions</p> <ul style="list-style-type: none"> • There were no matters arising from the minutes. • The table of actions was accepted. • It was noted that the Head of Internal Audit advised the follow up Internal Audit report on Savings had been pushed back to late October 2023, due to the prioritisation of the Contract Procurement Review exercise currently being undertaken. | |
| <p>PF23/112 Notification of matters referred from other Board Committees on this or future agendas</p> <p>The Acting Board Secretary advised that item PF23/121 Urgent and Emergency Care performance report had been scheduled following concerns raised at the July Board meeting which the Committee had been requested to explore further.</p> | |
| <p>PF23/113 Special Measures reports</p> <p>The Assistant Director of Transformation and Improvement presented these items.</p> <p>PF23/113.1 Special Measures update</p> <p>PF23/113.1.1 The Assistant Director Transformation and Improvement clarified that the report provided an update as at 11.8.23 and that the first 90 day cycle had ended the previous day. The Committee had been nominated to oversee progress on Special Measures on behalf of the Board. He highlighted that there had not been an expectation to complete all actions by the end of the first cycle, there had been delays in receiving feedback on some of the reviews undertaken, and prioritisation was focussing on areas impacting patient care and financial management i.e. savings.</p> <p>PF23/113.1.2 The Committee raised a number of questions. It was noted that the Director of Transformation and Improvement provided assurance that there were robust mechanisms in place to ensure all actions not completed would be brought forward into the next cycle. The importance of providing a clear understanding, and</p> | |

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| <p>consistent application of 'RAG' ratings was emphasised by the Committee: it had also been noted as a concern by Internal Audit.</p> <p>PF23/113.1.3 It was noted that a formatting issue (which had affected data on page 31) had been corrected and provided to members prior to the meeting. In regard to concerns regarding the pace of addressing actions, the Interim CEO emphasised the organisation was at a stabilising stage which required effective building blocks to be established and the introduction of alternative ways of working with Transformation & Improvement support. She was keen to establish timelines and trajectories in the medium term to increase confidence that BCU's ambitious plans were progressing and give a sound basis for external validation. The Acting Board Secretary advised that, following discussion at a recent Board Development session, future SM reports to the Committee would provide more detail on desirability, stress testing and impact assessments.</p> <p>PF23/113.1.4 Following the Committee's concern regarding progress and oversight of BCU's Standing Orders and Scheme of Reservation and Delegation (SORD), the Interim CEO stated this was a high priority area for the Acting Board Secretary to address. Updates were provided on progress in this area by the Acting Board Secretary, Interim Director Finance and regarding the Head of Internal Audit's previously raised concern regarding procurement.</p> <p>PF23/113.1.5 The Committee Chair summarised that whilst work was progressing, there was more to be done and he noted that the next update would be provided at the September Health Board meeting, when a comprehensive picture of the situation at 31 August would be available.</p> <p>It was resolved that the Committee received assurance on the progress to date, acknowledging the areas of challenge, the process for independently assessing evidence within the Portfolio Management Office (PMO), along with the plans being developed for the 2nd 90 day cycle.</p> <p>PF23/113/2 Special Measures Cycle 1 close down arrangements</p> <p>It was resolved that the Committee received assurance on the first 90 day cycle, recognising the various assurance processes in place as part of improved governance, along with an assessment of progress to date and emerging plans for cycle 2.</p> | |
| <p>PF23/114 Finance report month 3 and 4</p> <p>PF23/114.1 The Interim Finance Director presented the item drawing attention to the matters arising by exception provided within the reports. A discussion arose in regard to the timing of presentation and scrutiny of Financial and Welsh Government (WG) monitoring reports by the Board and Committee. Due to the Committee meeting bi-monthly, it was agreed that the Finance Report for the month following the Committee, would be circulated to the members once presented to Executives. The report would</p> | <p>AH/PM</p> |

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| <p>then be formally noted at the next meeting, thus ensuring the focus on the current month's report in session.</p> <p>PF23/114.2 The Committee raised a number of issues in relation to Savings performance, seeking a greater level of detail on the data provided so that more effective scrutiny could take place. Of particular concern was the need to understand the effect on BCU's budget should the organisation be in a position to fill all nurse staffing roles required to meet the terms of the Nurse Staffing Act. In addition, the Committee was concerned with the use of agency/temporary staffing in this and other BCU staff groups. It was noted that the Deputy Executive Nurse Director advised there was currently 809 fte shortfall however, there were also a number of successful recruitment drives also being progressed. The Associate Director Workforce Planning and Performance highlighted that BCU was in a much improved vacancy fill position than previously however, it was important to address how the workforce was being utilised.</p> <p>PF23/114.3 The Interim Finance Director emphasised the Health Board's deficit trajectory was currently increasing and that whilst there had been gains in savings pipelines, these were mainly non-recurrent which would not help to improve BCU's future financial plans beyond the current year. She gave examples of other measures being introduced to help address expenditure e.g. Establishment Control Group and Recurrent Investment Group Assurance approaches. In response to the Committee, the Interim Finance Director clarified that budget setting should take into account annual winter pressures, along with an established escalation process; however, a Winter Pressures risk above plan levels was currently being reflected.</p> <p>PF23/114.4 It was agreed that a Staffing deep dive be presented to the next meeting to address the issues raised, along with narrative to detail what successful processes might be shared between Integrated Healthcare Communities to enable improvements across BCU.</p> <p><i>The Acting Board Secretary left the meeting temporarily and the Chief Digital and Information Officer joined the meeting.</i></p> <p>PF23/114.5 The Interim CEO acknowledged that current service provision was unaffordable for the public purse however, the population's health needs had to be addressed and some 'space' was required to ensure that stable, effective and sustainable improvements were enabled.</p> <p>PF23/114.6 In regard to the Capital report, the Committee Chair raised concern with the business case tracker, questioning the revenue/staffing implications associated with schemes being progressed given the likelihood that many of the business cases would not be funded, given the Health Board's very limited access to capital funding. In the ensuing discussion, the Committee also questioned alternative methods of progressing estate planning, including exploring more opportunities with partners and other innovative ways of potentially raising capital whilst acknowledging the integrative nature of estate within BCU's service provision.</p> | <p>AG/NG</p> |
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| <p>It was resolved that the Committee received the report.</p> | |
| <p>PF23/115 Special Measures : Financial Improvement action plan update</p> <p>It was resolved that the Committee received and noted the Action Plan as at 21 August 2023</p> | |
| <p>PF23/117 Information Governance annual report 2022/23 PF23/118 All Wales Information Governance Toolkit Assessment</p> <p>PF23/117/118.1 The Chief Digital and Information Officer presented the items. He highlighted areas of good progress being made and the recent Internal Audit report which had provided substantial assurance. Despite the challenges of being the largest Health Board in Wales, many positive areas were contained in the report eg Best in Wales regarding leadership.</p> <p>PF23/117/118.2 It was noted that the Senior Information Risk Owner was now the Chief Digital and Information Officer (CDIO) and that the Executive Medical Director was the Caldicott Guardian. The CDIO advised that more work was being undertaken to identify information asset ownership.</p> <p>PF23/117/118.3 In response to questions about the poor response of GP practices to Information Governance monitoring by the Welsh Government, the Chief Digital and Information Officer explained the different challenges within those which were BCU managed and those within GP Contracted practices, with the latter being data controllers themselves. The Committee Chair sought a watching brief in this area within future reporting.</p> <p>PF23/117/118.4 The Committee and executives in attendance were pleased to learn of strong performance within this service, however there remained some areas requiring improvement which could be addressed by some of the suggestions put forward in the ensuing discussion eg alternative Freedom of Information processes, alternative model for Data Protection officer provision. The Chief Digital and Information Officer took onboard the comments provided for further consideration.</p> <p>It was resolved that the Committee noted the annual report and received assurance on compliance with Data Protection and Freedom of Information Legislation. noted the Toolkit assessment report and received assurance on compliance with the Welsh Information Governance Toolkit requirements.</p> | <p>DR</p> |
| <p><i>The Wales Audit Performance Lead left the meeting</i></p> <p>PF23/116 People performance report</p> <p>PF23/116.1 The Associate Director Workforce Planning and Performance presented this item. He drew the Committee's attention to the Key Performance Indicators (KPIs)</p> | |

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| <p>provided and the significant programme in place to address Special Measures. The Committee was very keen to ensure that the use of agency/interim staffing was clearly reported.</p> <p>PF23/116.2 The Committee raised a number of questions and observations. There was very useful provision of benchmarking data and also SPC charts which would be welcomed within other reports provided to committees. In regard to concern with how the organisation dealt with stress and anxiety levels experienced by staff, assurance was provided that processes were in place for staff to access independent providers and through the Staff Wellbeing service. The Associate Director Workforce Planning and Performance undertook to verify the vacancy rate data in regard to Clinical Psychologists provided and address the concerns raised within the next iteration of the report.</p> <p>PF23/116.3 In response to the Committee's deep concern regarding recruitment processing targets, set at a lengthy 77 days turnaround, the Associate Director Workforce Planning and Performance undertook to explore this further and report within the January iteration of the People performance report.</p> <p>It was resolved that the Committee noted the current performance position</p> | <p>NG</p> <p>NG</p> |
| <p>PF23/119 North Wales Medical School (NWMS) Estate Planning update</p> <p>PF23/119.1 The Executive Medical Director presented the report, emphasising how important it was to support this development in order to train doctors in North Wales to meet the future needs of the local population. The options appraisals were highlighted along with potential capacity issues arising in years 2 and 3.</p> <p>PF23/119.2 The Committee was very supportive however, a question was raised on whether there was availability of existing 'fit for purpose' estate to accommodate the development. A discussion ensued on the complexities of the issue which included revenue allocations and comparisons with other providers across the country. It was noted that utilisation of space was a wider issue of interest to WG and the Interim CEO reported that a BCU wide exercise was shortly to be undertaken to assess this.</p> <p>PF23/119.3 It was also noted that an assessment meeting was shortly to take place regarding the University designation status of BCUHB, which would also need to feed into the NWMS development process.</p> <p>It was resolved that the Committee considered the content and risks identified in the paper noted the timeline and process of approval via PFIGC as outlined in section 6.5</p> | |
| <p>PF23/120 Integrated Performance report</p> <p>PF23/120.1 The Committee raised concerns that the current format did not provide adequate narrative on the 'so what' consequences of non-delivery and the inability to assess confidence regarding meeting agreed timelines.</p> | |

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| <p>PF23/120.2 A number of questions were raised regarding specific performance data provided including Diagnostic Waits. The Interim Executive Director of Operations shared work being driven forward with clinicians and the Executive Medical Director to formulate action plans to address Endoscopy.</p> <p>PF23/120.3 The Committee was keen to receive further detail on how delayed transfers of care (DTOC) were being addressed in future reporting. The Interim CEO reflected on this major issue which was also affecting partner organisations, and potentially required joint working solutions to address. She also addressed the Committee's question regarding BCU's Insourcing strategy.</p> <p>PF23/120.4 Noting the extent to which many trajectories were already off-track at the end of July compared to the Annual Plan submitted at the end of June, the Committee Chair flagged concerns about optimism bias in the preparation of the plan and potential disconnect with the 'frontline'. The Interim CEO commented that work was in hand to develop a more effective planning process, rooted in dialogue between the Integrated Health Communities in the centre, and this would provide with greater assurance that trajectories were credible and realistic.</p> <p>It was resolved that the Committee noted the report</p> | AG |
| <p>PF23/121 Urgent and Emergency Care (UEC) performance report</p> <p>PF23/121.1 The Interim Executive Director Operations presented the report, emphasising that performance in this area had major effects on many other services within BCU. The report reflected the complexity of UEC services and the need for transparency on the harms and risks resulting from DTOC. Attention was also drawn to triage progress and significant improvements with 4 hour ambulance handover performance which needed to become sustainable. Winter surge planning was underway.</p> <p>PF23/121.2 In response to a question raised the Committee, it was noted that, despite the influx of summer visitors across much of the region, there was not a 'Summer surge' as the number of visitors arriving were balanced by BCU's resident population departing to other holiday destinations. A short discussion took place on patient presentations and the purpose of Urgent Care Centres (UCC). It was understood that BCU's Primary Care Director was undertaking a review of UCCs and it was agreed that Board members would benefit from a greater understanding of this area at a future Board Development session. In the meantime, the Committee requested that the Interim Executive Director Operations liaise with the Director of Partnerships, Engagement and Communication to raise the public's awareness of the common ailments scheme.</p> <p>PF23/121.3 Whilst declaring an interest (as part of her substantive role was as a registered care home provider), a Committee member raised concern with the stability of local care homes. The Interim CEO concurred on the seriousness of this issue which was of ongoing WG concern. It was noted that she and the Interim Executive Director</p> | AG/PM AG |

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| <p>Operations had meetings scheduled shortly with the Local Authorities to discuss the matter, along with considering other potential emerging solutions.</p> <p>It was resolved that the Committee noted the current performance and the actions being taken to improve Urgent and Emergency Care within BCUHB.</p> | |
| <p>PF23/122 Board Assurance Framework (BAF)</p> <p>It was resolved that the Committee noted the paper as the final 2022/23 iteration of the BAF and that the November Board meeting would receive the 2023/24 version that included an updated format and latest strategic priorities.</p> | |
| <p>PF23/123 Corporate Risk Register - risks aligned to PFIGC</p> <p>The Committee reflected that a useful session on corporate risk had taken place at a Board Development session on 24.8.23. The Interim Finance Director commented that the financial risks had been considered earlier in the meeting in discussion of the Finance report. She advised that the Accountable Officer would be required to write to WG the following month to request strategic cash support.</p> <p>It was resolved that the Committee reviewed and discussed the report.</p> | |
| <p>PF23/124 Agree Items for referral to Board / Other Committees</p> <p>None</p> | |
| <p>PF23/125 Review of risks highlighted in the meeting for referral to Risk Management Group</p> <p>The Committee commented that the importance of risk ownership and risk management needed to be better embedded within the organisation's leadership and management roles, supported through a robust learning and education process.</p> | |
| <p>PF23/126 Agree items for Chair's Assurance report</p> <p>The Committee Chair advised the following would be highlighted within his report to the next Board meeting:</p> <ul style="list-style-type: none"> • Whilst good progress had been made on reporting Special Measures, there remained issues regarding shared understanding and consistency in the application of RAG status assessments. | |

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| <ul style="list-style-type: none"> • The Committee had strong concerns regarding the current financial position and future challenges. Improvement was sought. • A deep dive had been requested regarding all staffing levels in order to provide greater clarity and grip on the understanding of the effect on finances should BCU fill all agreed vacancies (especially given that there was current overspend on staffing alongside existing vacancies). • There was a need to consider the approach to the development of capital business cases, given the risk of expending significant staff resource on developing business cases which had little or no prospect of being funded in the short/medium term. • The Information Governance annual report was very positive overall. • The Committee was pleased to receive the improved format of the People performance report which provided greater comparative data. The Committee welcomed the improved grip on the interim engagement process - which it sought to become strongly embedded within BCU. • The Performance report required further development work to ensure a focus on the inclusion of narrative to describe the actions being taken to address poor/deteriorating performance. More assurance was required on discharges and the subsequent effects on patient flow to waiting lists and primary care. • It had been agreed that UEC would be addressed at a future Board Development session which would also provide more comprehensive understanding of Urgent Care Centres and integration with GP practices. | |
| <p>PF23/127 Summary of private business to be reported in public</p> <p>It was resolved that the Committee noted the report</p> | |
| <p>PF23/128 Date of next meeting</p> <p>Thursday 2.11.23</p> | |
| <p>Exclusion of the Press and Public</p> <p>It was resolved that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960</p> | |