



**Minutes of the meeting of the
Performance, Finance and Information Governance Committee (PFIGC)
held in public on 30.4.24 in the Boardroom, Carlton Court and via Teams**

Present: Gareth Williams Chris Field Rhian Watcyn Jones Dyfed Edwards	Vice Chair / Committee Chair Independent Member (IM) Independent Member Board Chair
In Attendance: Nesta Collingridge Nick Graham Andrea Hughes Dr Nick Lyons Justine Parry Pam Wenger Ed Williams Philippa Peake Jones	Head of Risk Management (part meeting) Associate Director Workforce Planning and Performance Interim Finance Director – Operational Finance Executive Medical Director Assistant Director Compliance and Business Management – Digital, Data and Technology (DDAT) Director of Corporate Governance Acting Director of Performance Head of Corporate Affairs – for note taking
Observing Dave Harries Andrew Doughton	Head of Internal Audit Audit Wales Audit Manager
Remote access Diane Davies	Corporate Governance Manager (post meeting minute taking)

Agenda item discussed	Action by
Apologies were received from Prof Mike Larvin, IM, Russ Caldicott, Interim Executive Director Finance for whom Andrea Hughes & Ed Williams deputised and Jason Brannan, Deputy Director Workforce for whom Nick Graham.	
PF24/33 Draft minutes of the previous meetings held on 21.02.24 and 21.03.24 for approval The Committee approved the draft minutes of its meeting held on 21 March 2024 as a true and correct record. It was noted that due to staff sickness the minutes of 21 February 2024 meeting were not yet available.	PW

<p>PF24/34 Matters arising and table of actions To be addressed at a future meeting</p>	
<p>PF24/35 Report of the Chair None to be advised</p>	
<p>PF24/36 Notifications of matters referred from other Committees None advised</p>	
<p>STRATEGIC PRIORITIES</p>	
<p>PF24/37 Information Governance (IG) Quarter 3 2023/24 Report</p>	
<p>PF24/37.1 Assistant Director Compliance and Business Management – Digital, Data and Technology (DDAT drew attention to Freedom of Information (FOI) activity and the complexities of drawing together responses which spanned more than one department, however she was pleased to advise that General Practice responses were now being received in a timely manner. In addition, Access to Health Records performance and backlog clearance had significantly improved which the Committee acknowledged. Increased training was being delivered regarding incident reporting and general IG training compliance was being monitored and support provided to departments where appropriate.</p>	
<p>PF24/37.2 A discussion ensued on BCU’s process of dealing with data subject breaches, in which assurance was given that this took account of the Information Commissioner’s guidance and provided a considered response on an individual basis.</p>	
<p>PF24/37.3 The Board Chair highlighted the need to encourage making processes and interactions with our organisation as easy as possible for people to ask questions and the importance of enabling data access to lessen the burden of following the statutory FOI route where appropriate. A discussion ensued in which transparency and potential benefits of data access such as waiting times publication was raised. It was agreed that Assistant Director Compliance and Business Management – Digital, Data and Technology (DDAT) would provide a trend update to the Committee Chair on the increased quarter 4 volume of FOI requests following the meeting. She also took onboard Committee members’ comments regarding benchmark and target formatting which she agreed to introduce to future reports.</p>	<p>JP JP</p>
<p>PF24/37.4 In discussion of the Information Governance Group chair assurance report, the Director of Corporate Governance advised that she would be undertaking a review of executive group reporting to all the Committees and agreed to provide clarity in due course.</p>	<p>PW</p>
<p>It was resolved that the Committee Received assurance on compliance with the Data Protection and Freedom of Information Legislation.</p>	
<p>PF24/38 Finance Report</p>	
<p>PF24/38.1 The Finance Director – Operational Finance provided a verbal update on the year end position which would be subject to audit. She reported that the Health Board commenced the 2023/24 year with a planned £134m deficit budget and had</p>	

<p>received in year additional revenues of £101m (£76m which had been agreed by WG to be recurrent moving forward). This additional resource brought the planned deficit down to £33m but the Welsh Government had set a target control total of -£20m. In the event, the forecast out turn position was reported to be £-24.3m (subject to audit). She explained the position in regard to use of monies relating to Continuing Health Care (CHC), ring fenced covid budgets and controls introduced to non-pay. It was noted that a written report would be provided to the May Board meeting.</p> <p>PF24/38.2 The Finance Director – Operational Finance provided detail of positive progress in dealing with the underlying deficit position. The Savings target of £25.2m had been exceeded, with savings of £36m having been delivered. Of this £21m was recurrent, with a full-year effect of £26.2m, thereby achieving target. Payment target performance was reported at 94.5% with strong and robust processes introduced in year which will bode well for the coming financial year. The underspend in the Capital budget had been limited to £194k which was within the Capital Resource Limit (CRL) and Cash balance was reported at £5m.</p> <p>PF24/38.3 The Committee Chair commended the position and work undertaken by the Finance team given the immense challenges that had been faced in year.</p> <p>PF24/38.4 The Board Chair reflected on the effort that had been put in to achieve the position and the controls which had been required. He sought the Committee’s support through reflecting on these actions for the future and also acknowledged the effort of people within the organisation in responding to the need for financial control. He welcomed opportunities to reinforce this moving forward in order to make performance improvements from a position of financial strength.</p> <p>PF24/38.5 It was agreed that the Financial Efficiencies review being undertaken by Audit Wales would be provided to PFIG Committee as well as considered at Audit Committee. The Head of Internal Audit commented on the significant gap in regard to recurrent savings and it would be up to effective financial management by operational managers to deliver against their allocated budgets in order to achieve effective financial performance going forward. Accountability would be key to achieving all performance targets.</p> <p>It was resolved that the Committee Noted the verbal report Commended the Finance Team’s performance</p>	PW
<p>PF24/39 Management Response to Independent Review – Planning Review</p> <p>PF24/39.1 The Executive Director of Transformation and Planning introduced the management response to the Independent Review which had previously been received at a private session of the Committee. He drew attention to the 3 themed recommendations, being the design of BCU’s planning systems; direction of the organisation & strategy; and capacity & capability to plan.</p> <p>PF24/39.2 A discussion ensued on the need to strengthen BCU’s multi partnership approach and consultation with external partners, notably the Regional Partnership</p>	

<p>Board and Public Service Boards going forward in developing BCU's annual plan. . The Executive Director of Transformation and Planning took onboard the Board Chair's comments in regard to also manifesting the report's message that 'planning is for everyone', he also reflected on current discussions taking place in regard to the future of the RPB and PSBs.</p> <p>PF24/39.4 The Director of Corporate Governance agreed to include Planning within the Board Development programme currently under development and schedule the Review's action plan update to the August PFIG Committee meeting.</p> <p>It was resolved that the Committee Approved the action plan and management response for 2024/25.</p>	PW
<p>PF24/40 Chair's Assurance Report - Transformation & Strategic Planning EDG</p> <p>It was resolved that the Committee Noted the report <i>Nesta Collingridge joined the meeting</i></p>	
<p>PF24/41 Performance Report</p> <p>PF24/41.1 The Acting Director of Performance presented the report highlighting the good performance achieved in Adult Mental Health services, while noting that however planned and unscheduled care performance was deteriorating. He was disappointed to report that Cancer performance, which had previously been the best in Wales, was also deteriorating each month.</p> <p>PF24/41.2 The Executive Medical Director shared work being undertaken by the Executive Team to address Planned care, particularly in attaining a robust understanding of baselines and capacity that would provide a realistic gap analysis to inform choices. He emphasised the need to also address risk in consideration of waiting list initiatives and include the potential effect of staff working long hours. Quality and clarity of return on investment needed to form a robust part of the commissioning process. The Executive Medical Director stressed the need to improve the operating model in order to improve future performance especially in regard to Theatre utilisation.</p> <p>PF24/41.3 The Board Chair was pleased to hear of the meeting taking place to attain clarity and also work on improving the operating model however, whilst much of this would address medium and long term planning he also sought short term plans to immediately address patients' waiting for interventions. He asked the Committee to consider how it might more effectively monitor performance on behalf of the Board. A discussion ensued which included accountability monitoring, scheduling Board items on Planned and Unscheduled Care and also dealing with duplication of activity and reporting. The Executive Medical Director undertook to provide future reporting focussed on Dermatology, Ophthalmology, Cancer, Theatre utilisation and management of waiting lists, following a Quality Round Table session recently</p>	PW/NL

<p>undertaken with WG. It was agreed this would be scheduled into the PFIGC cycle of business.</p> <p>PF24/41.4 The Chair emphasised the need for patients to be able to understand their own pathway and easily access the length of their wait in real time. A discussion ensued on communication in this area.</p> <p>PF24/41.5 A diverse discussion ensued regarding addressing demand which included the appropriateness of referrals, effectiveness of Primary and Secondary Care interfaces, prevention agenda, communication and some surprising negative outcomes based examples were provided.</p> <p>PF24/41.6 In regard to the effectiveness of the current Performance report the Head of Internal Audit commented that the report failed to adequately provide information on what was being done in response to poor performance data. The Director of Corporate Governance advised that the Executive recognised this and were on a journey of improvement through Special Measures in which this would be addressed.</p> <p>PF24/41.7 The Committee Chair noted disappointment and concern for patients waiting extreme lengths of time and their potential harm.</p> <p>It was resolved that the Committee Noted the report</p>	
<p>PF24/42 People Performance Report</p> <p>The Associate Director, Workforce Optimisation presented the item drawing attention to the key issues highlighted within the report. Discussion took place with regard to Agency and Bank staffing. It was noted that there were no longer any interim senior staff appointments in post and assurance was provided that robust processes were now in place to prevent this re-occurring. The Director of Corporate Governance clarified that a Welsh Health Circular had recently been issued in respect of Interim appointments and this would be dealt with through BCU's Remuneration Committee. In relation to discussion around flexible and agile working, this was understood to be scheduled to the next People and Culture Committee (PCC) agenda. The PFIGC Chair undertook to share the discussion with the PCC Chair.</p> <p>It was resolved that the Committee Noted the report</p>	
<p>ISSUES RELATED TO KEY RISKS</p>	
<p>PF24/43 Board Assurance Framework related to the PFIG Committee</p> <p>PF24/43.1 The Head of Risk Management presented the report highlighting the newly developed estates risk in relation to non-deliverables in the annual plan. She</p>	

<p>explained the Board Assurance Framework would be aligned to the new objectives approved at Board and the plan for this work would be outlined to the Audit Committee for approval.</p> <p>PF24/43.2 The Committee accepted the Estates BAF risk noting a score of 20 and the current proposal of further work at the Board Development session for risk which would realign the BAF to objectives.</p> <p>It was resolved that the Committee Noted</p> <ul style="list-style-type: none"> • the new Estates BAF risk at a score of 20 and would be highlighted at the next Board meeting • progress in developing the BAF 	
<p>PF24/44 Corporate Risk Register relating to Committee</p> <p>PF24/44.1 The Committee was asked to receive assurance on the 4 corporate risks to which the Committee is accountable for. The Head of Risk Management highlighted progress undertaken within all the risks. She provided further details on all the overdue actions, rationale and next steps which were all imminent, providing the Committee with assurance on the progression.</p> <p>PF24/44.2 The Head of Risk Management provided an update on the Financial corporate risk which would be updated to reflect the 24/25 financial plan, recognising the score would remain at 20.</p> <p>PF24/44.3 The Head of Internal Audit provided feedback on what was appropriate in terms of lines of defence and highlighted some concerns around the way in which controls were defined. The Head of Risk management noted the feedback for the risk authors and provided assurance to the Committee that further work had been done to further quality assure all risks and some of these issues had already been identified and updated in the master copy of the risk.</p> <p>PF24/44.4 The Committee thanked the Head of Risk Management in leading progress on the BAF and CRR over the past 12 months and looked forward to the further developments that were outlined by the Director of Corporate Governance to improve the effectiveness of these essential tools.</p> <p>It was resolved that the Committee Noted the report and will continue to track the progress of the actions.</p>	
<p>CLOSING BUSINESS</p>	

<p>PF24/45 Agree Items for referral to Board / other Committees</p> <ul style="list-style-type: none"> • Planning review to be moved forward by Partnerships, Population Health and Planning Committee • Note further clarity on interfaces with People and Culture Committee is required regarding the Workforce Performance report 	
<p>PF24/46 Review of Risks highlighted in the meeting for referral to Risk Management Group</p> <p>Great concern with the organisation's performance levels. Whilst there were part structural issues, there was a need to improve the level of detailed understanding of positions. It was recognised that work was underway however, there were wider cultural improvements required within the organisation to deal with in the longer term.</p>	
<p>PF24/47 Summary of Private Business to be reported in Public</p> <p>The report was noted</p>	
<p>PF24/48 Review of Meeting Effectiveness</p> <ul style="list-style-type: none"> • Non Committee members participation was welcomed and productive • Good collegiate working had taken place which was enhanced by meeting mostly in the same room • The Board Chair <ul style="list-style-type: none"> ▪ was pleased that appropriate prioritisation was apportioned to timings of items which required lengthier discussion ▪ stressed the importance of Executives taking forward Committee opinions and feedback to other appropriate meetings eg future round table discussions ▪ expressed thanks for good chairing skills 	
<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>	