



**Minutes of the meeting of the
Performance, Finance and Information Governance Committee
held in public on 30.6.23 in the Boardroom, Ysbyty Gwynedd and via Teams**

Present: Gareth Williams Prof Mike Larvin Clare Budden	Independent Member / Committee Chair Independent Member (via Teams) Independent Member (via Teams)
In Attendance: Barbara Cummings Nick Graham Carol Johnstone Chris Lynes Nick Lyons Phil Meakin Arwel Hughes Justine Parry Chris Stockport Rob Nolan Andrea Hughes Diane Davies Observing David Jenkins Dave Harries Fflur Jones Nesta	Interim Performance Director – part meeting (via Teams) Associate Director Workforce Planning and Performance (via Teams) Head of Information Governance (via Teams – items PF23/92/93) Deputy Executive Nurse Director Executive Medical Director Interim Board Secretary Head of Operational Estates (Item PF23/89.3) Assistant Director Compliance and Business Management – Digital, Data and Technology (DDAT) Executive Director of Transformation and Planning (via Teams) Finance Director – Commissioning and Strategy (via Teams) Interim Finance Director – Operational Finance Corporate Governance Manager – for minutes Welsh Government Specialist Advisor Head of Internal Audit (via Teams) Audit Wales representative (via Teams) Head of Risk Management

Agenda Item Discussed	Action By
<p>PF23/77 Chair's welcome apologies for absence</p> <ul style="list-style-type: none"> • Jason Brannan for whom Nick Graham Associate Director Workforce Planning and Performance deputised • Angela Woods for whom Chris Lynes Deputy Nurse Director deputised <p>The Chair acknowledged the service provided to the organisation and the Committee by the Finance Director – Commissioning and Strategy and wished him well for the future in his new external role. He also thanked the outgoing Interim Executive Director of Finance for his contribution to BCUHB in a challenging period.</p>	

<p>The Chair reported that PFIG Committee meetings would be held face to face going forward however, a Teams invite would be available to members by exception, or for officers attending for one item if necessary.</p>	
<p>PF23/78 Declaration of Interests None declared</p>	
<p>PF23/79 Draft Minutes of the previous meetings held on 12.5.23 for approval</p> <p>The Committee received the draft minutes of its meetings held on 23.2.23 and these were approved as a correct record subject to a typographical amendment to a member's title.</p>	
<p>PF23/80 Matters arising and table of actions</p> <p>There were no matters arising from the minutes. The table of actions was reviewed and updated. In respect of PF23/64 the Specialist Advisor commented that it was important to consider that whilst THE Remuneration and Terms of Service Committee properly considered the employment and terms and conditions issues of agency and interim workers, it might also be appropriate for FPIGC to consider the implications on service performance of having high numbers of such employees.</p>	
<p>PF23/81 Notification of matters referred from other Board Committees on this or future agendas No matters were reported.</p>	
<p>Developing strategies and plans</p>	
<p>PF23/82 Progress of Annual Plan</p> <p>The Executive Director of Transformation and Planning provided a verbal update, he advised that the draft BCU Annual Plan had been discussed with Board members the previous day and, following a number of agreed amendments, would be provided to Welsh Government (WG) later that day, meeting the submission deadline. The Interim Board Secretary advised the draft would be published with the next scheduled public Board meeting papers.</p> <p>The Committee resolved to note that the draft annual plan had been delivered to WG by the submission deadline</p>	
<p>PF23/83 Interim Financial plan PF23/84 Finance reporting month 2</p> <p>The Committee considered these items in parallel.</p> <p>PF23/83.84.1 The Finance Director – Commissioning and Strategy drew attention to the reductions and increases to the 2023/24 financial plan outlined in the report which</p>	

<p>would not increase the overall position for 2023/24, which remained £134.2m over spend. However these would result in an increase of £0.8m in the recurrent position, ie deficit of £202.8m.</p> <p>PF23/83.84.2 Committee members expressed concern regarding the confidence levels of delivering savings given the additional cost pressures which had emerged since March 2023 and that the majority of savings plans were at an early stage of maturity and not long term. Difficult decisions would undoubtedly be needed.. The Committee also commended the savings risk approach taken and questioned to what extent shared work was undertaken with oher Wales Health Boards, WG and also understanding plans in cross border NHS organisations.</p> <p>PF23/83.84.3 In response to a Committee question, the Finance Director – Commissioning and Strategy advised that it was reasonable to expect the organisation to deliver 1.5% to 2% savings however, BCU struggled to deliver recurrent savings. It was agreed that a briefing on those savings at greatest risk would be shared with members. It was noted that while likely energy savings were welcome, these needed to be seen in the context of the forecast deficit position (which across Wales’ Health Boards would amount to the significant challenge of approximately £500-£800m planned deficit forecast). Discussion ensued which included potential for stricter grip and control measures being introduced. In regard to discussion of the cultural changes required to meet savings targets and drive improvements through transformation, those present acknowledged the additional challenges of special measures across the organisation. It was acknowledged that transformation required time and adequate resources to ensure they were solidly embedded however, this was needed to improve services for the communities they serve. The Associate Director Workforce Planning and Performance also emphasised the need to work with employees to move forward improvements together.</p> <p>PF23/83.84.4 In respect of pay challenges not met by WG, the Deputy Executive Nurse Director reflected that the temporary additional beds implemented to relieve discharge delays required additional staffing which increased the use of agency staffing. However, she was pleased to report that the introduction of Wagestream had resulted in increased bank staffing availability.</p> <p>PF23/83.84.5 The Committee sought to understand how the Integrated Healthcare Communities were represented at the Committee and whether their budgets and savings targets were realistic. A discussion ensued which highlighted issues of the slow pace of tranformation (especially in regard to workforce), accountability, ownership and responsibility. On a positive note, the Interim Director Finance – Operational Finance advised that there was potential to access savings and efficiency plans shared via the NHS’ Financial Delivery Unit.</p> <p>PF23/83.84.5 The Head of Internal Audit reported that he would shortly be commencing, following discussion with the Accountable Officer, a rapid review in relation to an Internal Audit report on delivery of Health Board savings which had been assessed at ‘no assurance’.</p>	<p>AH</p>
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<p>The Committee resolved to note</p> <ul style="list-style-type: none"> the updates to the 2023/24 financial plan the report and supported the proposed adjustments to the capital programme. 	
<p>PF23/85 Finance special measures action plan</p> <p>PF23/85.1 The Interim Finance Director – Operational Finance presented the Finance action plan which described five of the deliverables within the Health Board Special Measures Action Plan – 1st 90 Days, for Outcome 2: A clear, deliverable plan for 23/24.</p> <ul style="list-style-type: none"> Deliverable 2.2 Financial Savings Deliverable 2.3 Future Financial and Value Opportunities Deliverable 2.6 Contract procurement and management Review Deliverable 2.7 Finance Team & Capacity Deliverable 2.8 Financial Governance <p>PF23/85.2 She drew attention to planning delays and explained the ‘Star Chamber’ approach being undertaken (which could include disinvestment discussion). She emphasised that the Finance Team required sustainable solutions going forward.</p> <p>PF23/85.3 The Interim Board Secretary was pleased to note the governance approach being undertaken and welcomed the inclusion of timescales whilst the Executive Medical Director emphasised the importance of ensuring the process was followed through.</p> <p>PF23/85.4 The Committee Chair, having previously introduced the Star Chamber approach in another organisation, shared learning in regard to the avoidance of conflicts of interest. It was noted that a Committee Member suggested that Bangor University’s Finance Academy might be supportive if approached for assistance.</p> <p>The Committee resolved to note the Action Plan as at 15 June 2023.</p>	
<p>PF23/86 Future Divisional Finance and Performance deep dives - verbal</p> <p>The Director of Finance – Strategy and Commissioning advised that a schedule of Divisional reports would be incorporated to the Committee’s workplan which would need to tie in with accountability meetings.</p> <p>The Committee resolved to agree that</p> <ul style="list-style-type: none"> The Committee Chair would issue a guidance note on the content of the reports to be provided 	<p>GW</p> <p>PM</p>

<ul style="list-style-type: none"> The Interim Board Secretary would liaise with the CEO to agree the prioritisation of IHC finance reports to be scheduled 	
<p>PF23/87 Performance report</p> <p>PF23/87.1 The Interim Performance Director joined the meeting to present this item. The Committee raised a number of issues and concerns which were addressed by the officers present.</p> <p>PF23/87.2 A Committee Member drew attention to the huge impact of caring for over 300 patients medically fit for discharge remaining in hospital beds and volunteered to discuss potential alternative solutions with housing associations outside the meeting. It was noted that BCU's Chair and CEO were meeting to discuss discharge blocks with Local Authorities the following week.</p> <p>PF23/87.3 Concern was raised with the percentage of staff absence attributed to mental health and the level of long term sickness absence. It was felt that comparative data with other Health Boards across Wales would be useful in future reports to understand whether BCU was an outlier. Officers also commented that the rapid review undertaken of the Office of the Board Secretary (OBS), due to be delivered shortly, might provide the opportunity to consolidate workforce performance reporting within the remit of one Committee going forward for greater clarity. The Interim Board Secretary advised the OBS Review would be shared with Committee Chairs on completion.</p> <p>PF23/87.4 In regard to concern with trolley waits within Emergency departments, the Executive Medical Director reported that, whilst small improvements were being seen, perceived capacity was the main issue. It was also noted that significant staffing increase was being considered within the cardiac network. The Committee raised particular concern with increasing waiting times within Children and Adolescent Mental Health Services (CAMHS).</p> <p>PF23/87.5 The Committee reported that trajectories provided a useful balance of realism and ambition and welcomed their use in future performance reporting. It was pleased to note the expectation of significant reductions in waiting times in regard to diagnostics and encouraged by cancer service performance.</p> <p>The Committee resolved to note the report and provided feedback on areas for improvement</p>	<p>BC</p> <p>PM</p>
<p>PF23/88 Shared Service Partnership performance assurance report</p> <p>PF23/88.1 The Committee discussed the report provided. It was concerned with the lengthy process relating to staff recruitment and it was noted, anecdotally, that these delays had resulted in appointable candidates turning down job offers because they had secured jobs in other health bodies in the interim. The Committee also wished to understand the counter-factual on which the SSP's claims of savings e.g, on procurement were based.</p>	

<p>PF23/88.2 Following discussion, it was agreed that the Interim Board Secretary would liaise with the Managing Director of the Shared Services Partnership to diarise a Board Briefing session on the functions and Key Performance Indicators agreed with BCU. In addition, the Committee requested that a Shared Services representative be nominated to attend the PFIG Committee to support future reports on a twice annual basis.</p> <p>PF23/88.3 The Head of Internal Audit raised concern with levels of engagement with turnaround management responses to draft reports within 15 days, which were currently reported at 61% against a target of 80%.</p> <p>The Committee resolved to note the report and seek further clarity on the provision of services and performance indicators</p>	PM
<p>PF23/89 Capital & Estates Business cases</p> <p>PF23/89.1 Contact Centre Caledfryn Offices Site Lease</p> <p>The Committee considered the item and supported the recommendation.</p> <p>It was resolved that the Committee supported the recommendation to extend the lease of Caledfryn Site Offices, Smithfield Road, Denbigh, LL16 3RJ for a further 3 years until June 2026 noting that this would include a 6 month – 1 year break clause</p> <p>PF23/89.2 Adult Eating Disorder Service (SAEDS): Accommodation in East</p> <p>The Committee considered the item and supported the recommendation.</p> <p>It was resolved that the Committee supported the recommendation to</p> <ul style="list-style-type: none"> • approve to hold the lease for accommodation for the Eating Disorder Service which is expanding in the east region • agree submission of the requirement to WG for the Capital funding required through the IFRS16 process <p>In response to the Committee, the Interim Finance Director – Operational Finance clarified that items PF23/89.1&2 would not require consideration by the Board having been agreed at PFIGC.</p> <p>PF23/89.3 Re-Fit programme which supports the Health Boards Decarbonisation Action Plan</p> <p>The Head of Operational Estates joined the meeting to present this item. The Committee Chair strongly supported the request to proceed to tender stage. In</p>	

<p>response to the Committee's concern with parity across BCU, the Head of Operational Estate advised that whilst Phases 1 and 2 were scheduled within West and Central there had been investment in the East two years previously through EFAB funding of solar panel installation. The Committee was pleased to note the strong emphasis on quality in the proposed tender evaluation process..</p> <p>It was resolved that the Committee approved Phase 1 of the Re:fit programme and progress with a Mini-competition to choose a Service Partner which offers the best overall value for money to the Health Board.</p>	
<p>PF23/90 Special Measures Update</p> <p>The Committee was advised that the update was as provided to the recent Quality, Safety and Experience Committee and that future reports would be provided with appropriate deliverables per Committee. The timelines for optimal presentation to the Board's Committees were currently being worked through.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> • noted the progress to date. • approved <ul style="list-style-type: none"> • the deliverables associated to this Committee for the first 90 days cycle • the approach for Committee reporting going forward 	
<p>PF23/91 Transformation and Improvement report</p> <p>PF23/91.1 Since escalation into Special Measures, the scope of the organisation's change portfolio had changed and an increasing proportion of the Transformation and Improvement resource (across the Portfolio Office, Innovation and Analytics and Value Based Care teams) had been re-focussed on supporting the overarching coordination, tracking and reporting of the Special Measures programme. A proposal on the deployment of the remaining elements of the team, most notably the Improvement and Pathways Teams, was being developed before being presented to the Health Board Leadership Team (HBLT). The milestones associated to this were being tracked under the Special Measures deliverable under Outcome 5 "A learning and self-improving organisation".</p> <p>PF23/91.2 The Committee was very supportive of the Executive Director of Planning and Transformation's approach of working closely with divisions to ensure that project management skills and techniques were embedded across the Health Board. However, the Chair requested that a list of projects which the team were currently working on be prepared as a member briefing which indicated headcount, deployment timescales and an indication of future plans for the employees engaged within the department.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> • noted the report and approach 	CS

<p>PF23/92 Information Governance (IG) Quarter4 KPI report</p> <p>PF23/92.1 The Head of Information Governance presented the report highlighting that during the latest quarter Freedom of Information (FOI) compliance had decreased by 9% however, IG Mandatory Training Compliance had remained above the national target at 87%, being a continuing improvement. Access to Health records (THR) compliance remained an area of concern with a continued low compliance rate. In response to questions raised by the Committee, an update on actions to address this was noted and a suggestion to provide Independent Members with IG training at a future workshop session would be followed up by the Interim Board Secretary.</p> <p>PF23/92.2 The Executive Medical Director, in response to questions raised on FOI enquiries, suggested that a loop needed to be joined up to ensure reputational risk themes were highlighted and also shared with the Committee. He also requested that comparison with other Health Board's Caldicott reporting performance should feature in future reports. The Committee was pleased to understand that management engagement was being addressed.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> noted the report and Information Governance Group Chair report appendix. 	<p>PM</p> <p>JP</p> <p>JP</p>
<p>PF23/93 Annual review of Information Governance Strategy (IG1)</p> <p>In response to the Committee Chair, it was noted that the annual self assessment would be provided to the next meeting following slippage.</p> <p>It was resolved that the Committee approved the revised Information Governance Strategy (IG1)</p>	
<p>GOVERNANCE and RISK</p> <p>PF23/94 Corporate Risk Register relating to Committee</p> <p>PF23/94.1 The Committee raised a number of queries relating to understanding BCU's risk process and accountabilities, and was pleased to understand that a further Board Workshop on Risk would be scheduled following the next Board meeting. This would also consider current risk demarcations and risk appetite.</p> <p>PF23/94.2 Comments were noted in regard to the need for Board discussion on planned care recovery, the need to refresh overdue mitigation updates and that performance risks should also be considered by the Committee which would be followed up at the Board workshop.</p> <p>It was resolved that the Committee noted the report</p>	
<p>Closing business</p>	

<p>PF23/95 Agree Items for referral to Board / Other Committees</p> <p>None were referred.</p>	
<p>PF23/96 Review of risks highlighted in the meeting for referral to Risk Management Group</p> <p>The risk of failing to deliver savings at the level envisaged and the need to clarify the Board's level of risk appetite. The latter would be considered at a future Board workshop.</p>	
<p>PF23/97 Agree items for Chair's Assurance Report.</p> <p>Risks and assurances to be highlighted would include</p> <ul style="list-style-type: none"> • Concern with ED trolley waits caused by staffing capacity • CAMHS and Neuro development waiting list performance concerns • The potential financial forecast of £143m overspend was unacceptable • Concern with progress on savings – further details of those at greatest risk was being sought 	
<p>PF23/98 Summary of business considered in private session to be reported in Public</p> <p>It was resolved that the Committee noted the report</p>	
<p>PF23/99 Date of next meeting</p> <p>31.8.23 subject to the outcome of a review of the Board's Committee calendar [Post meeting note - amended to 1.9.23]</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>	