# BWRDD IECHYD PRIFYSGOLN ANEURIN BEVAN/ANEURIN BEVAN UNIVERSITY HEALTH BOARD

# MINUTES OF THE FINANCE AND PERFORMANCE COMMITTEE

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| **DATE OF MEETING** | 22nd September 2026 13.30-16.30 |
| **VENUE** | Microsoft Teams |

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| **PRESENT** | Neil Patrick, Chair |
| | Iwan Jones, Vice Chair |
| | Dafydd Vaughan, Independent Member |
| | Akmal Hanuk, Independent Member |
| | Helen Cunningham, Independent Member |
| **IN ATTENDANCE** | Rani Dash, Director of Corporate Governance<br>Paul Solloway, Director of Digital<br>Hannah Evans, Director of Strategy, Planning and Partnerships<br>Leanne Watkins, Chief Operating Officer<br>Nicola Prygodzicz, Chief Executive<br>Rob Holcombe, Director of Finance and Procurement<br>Greg Bowen, Assistant Finance Director<br>Lucy Windsor, Head of Corporate Risk and Assurance<br>Sara Utley, Audit Wales<br>Tomos Jones, Audit Wales<br>Naomi Murtagh, Head of Board Business<br>Harry Morris, Governance Support Officer<br>Julie Poole, Associate Director of Planned Care<br>Julie Gilbert, General Manager |

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| **Preliminary Matters** | |
| **FPC 0922/01** | **Welcome and Introductions**<br><br>Neil Patrick, (NP) Chair, welcomed everyone to the Committee. |
| **FPC 0922/02** | **Apologies for Absence**<br><br>Neil Patrick (NP) Chair, **NOTED** there were no apologies received for this meeting. |
| **FPC 0922/03** | **Declarations of Interest**<br><br>There were no Declarations of Interest to record. |
| **FPC 0922/04** | **Minutes of the previous meeting**<br><br>The minutes of the meeting held on the 10th June 2026 were **APPROVED** as a true and accurate record. |
| **FPC 0922/05** | **Committee Action Log**<br><br>The Committee reviewed the action log, noting actions completed, actions in progress, and actions not yet due. |
| **ITEMS FOR APPROVAL / RATIFICATION / DECISION** | |
| **FPC 0922/06** | There were no items for discussion during this section. |
| **ITEMS FOR DISCUSSION** | |
| **FPC 0922/07** | **Cancer Services Report**<br><br>Sara Utley (SU), Audit Wales, and Tomos Jones (TJ), Audit Wales, presented the findings of the Audit Wales review of Cancer Services. The Committee noted that seven recommendations had been identified, all of which had been accepted and incorporated into a cancer improvement plan. The review recognised the complexity of cancer pathways and the significant challenges affecting performance. |



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| | SU outlined that the review had identified strong clinical leadership and commitment to improvement, supported by work to strengthen governance, oversight and delivery.<br><br>Leanne Watkins (LW), Chief Operating Officer, welcomed the independent assessment and considered the report to provide a balanced reflection of the pressures facing Cancer Services, including rising demand, increasing complexity and specialist workforce constraints. In addition, LW advised that work was progressing to review the previous Cancer Strategy and develop a new plan with partners and stakeholders.<br><br>LW acknowledged that cancer performance remained challenging but provided assurance regarding the actions being taken to improve performance. These included plans to introduce a Cancer Command Centre approach to strengthen oversight of delivery and performance, continued diagnostic activity, work to improve referral pathways and engagement with tertiary partners. Positive progress was highlighted in diagnostic performance, including improvements in endoscopy turnaround times and work to reduce delays within the breast pathway.<br><br>Discussion focused on current cancer performance, workforce and capacity pressures, and the Health Board's ability to achieve sustained improvement. The Committee noted progress in areas including endoscopy capacity, diagnostic pathways and HER2 testing, whilst recognising that further improvement was required to achieve consistent performance across all standards. LW provided assurance that progress would continue to be monitored through performance measures, backlog reduction and delivery of improvement actions.<br><br>The Committee welcomed the constructive nature of the review and received assurance that arrangements were in place to monitor delivery of the recommendations and support continued improvement in cancer services.<br><br>The Committee **NOTED** the report. |



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| **FPC 0922/08** | **Performance Management and Escalation Update**<br><br>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, presented an update on the Welsh Government Performance Management Framework and the Health Board's current escalation status. The Committee noted the introduction of the revised framework, which had moved from six performance domains to four performance pillars supported by a Well-Led foundation, and considered the implications for organisational performance oversight.<br><br>HE advised that the Health Board remained in escalation for Urgent and Emergency Care and Finance, whilst Mental Health had been de-escalated locally to routine monitoring arrangements. The Committee noted the organisation's current escalation position and received an update on local escalation processes to support performance management and recovery across key service areas.<br><br>Discussion focused on the revised national approach and the extent to which local arrangements aligned with the new framework. Members considered the effectiveness of escalation processes in identifying performance concerns, providing appropriate support and maintaining oversight of areas requiring sustained improvement.<br><br>The Committee discussed progress within Urgent and Emergency Care, including ambulance handover performance, and recognised the improvements that had been achieved. Members emphasised the importance of ensuring that recent gains were sustainable and supported by robust operational and performance management arrangements.<br><br>HE advised that escalation arrangements continued to be reviewed to ensure services received the appropriate level of support, challenge and scrutiny. The Committee received assurance that governance and monitoring arrangements |

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| | remained in place to support continued improvement and organisational recovery.<br><br>The Committee **NOTED** the report. |
| **FPC 0922/09** | **Integrated Performance Report, including performance against Ministerial Priorities**<br><br>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, presented the Integrated Performance Report, providing an overview of organisational performance against Ministerial priorities and key performance indicators. The Committee noted progress across a number of areas, whilst recognising that significant challenges remained in relation to urgent and emergency care, planned care, diagnostics, cancer performance and primary care services.<br><br>Discussion focused on primary care performance, including access to NHS dentistry. Members noted concerns regarding dental access and sought assurance that patients were able to receive appropriate care despite changes associated with the new dental contract. HE advised that further work was required to better understand the relationship between recorded activity and patient access and acknowledged that dentistry was emerging as a recurring theme through patient feedback and engagement activity. Following discussion, Neil Patrick (NP), Chair, requested that the appropriate governance route of the reporting of dental access and performance was considered.<br><br>**ACTION: Chief Operating Officer & Director of Corporate Governance**<br><br>The Committee considered performance against planned care and diagnostic trajectories, noting areas of improvement alongside continued operational pressures. Discussion focused on recovery activity, the utilisation of available resources and the importance of maintaining delivery against agreed improvement plans.<br><br>Members also discussed cancer performance and the factors affecting delivery against national targets. The Committee |



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| | recognised the interdependencies across diagnostics, workforce and capacity and noted the actions being taken to support improvement across cancer pathways.<br><br>Discussion focused on consultant job planning arrangements and the associated risks identified through wider governance processes. Members noted concerns raised through the Audit, Risk & Assurance Committee regarding job planning compliance and the potential impact on performance and workforce productivity. The Committee was advised that the matter was already subject to further scrutiny and escalation through established governance arrangements to the Board.<br><br>The Committee received assurance that performance continued to be actively monitored across all key areas and that targeted improvement plans remained in place to address areas of underperformance and support delivery against organisational priorities.<br><br>The Committee **NOTED** the report. |
| **FPC 0922/10** | **Theatres Efficiency Report**<br><br>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, presented the Theatres Efficiency Report and introduced Julie Poole (JP), Associate Director of Planned Care, and Julie Gilbert (JG), General Manager, to provide a detailed update on the improvement programme. The Committee noted the continued focus on improving theatre productivity, utilisation and efficiency in support of elective recovery and sustainable service delivery.<br><br>HE outlined the four key workstreams within the programme, comprising Theatre Productivity, Right Procedure Right Place, Resource Alignment and Surgical Hub Accreditation. The Committee noted the progress made across each area and the intention to establish a more consistent and efficient approach to theatre management across the Health Board. |

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| | Discussion focused on theatre utilisation, late starts, cancellations and opportunities to maximise existing capacity. Members acknowledged the complexity of the work and welcomed the structured approach being taken to identify operational improvements and strengthen performance oversight.<br><br>The Committee discussed the anticipated benefits arising from the programme and sought assurance regarding the delivery and measurement of efficiency improvements. Members focused on the pace of implementation, the quantification of benefits and the methodology used to assess potential savings opportunities.<br><br>Discussion also considered the forecast efficiency opportunities associated with the programme, including the anticipated financial benefits arising from improved theatre productivity and resource utilisation. Members emphasised the importance of ensuring that reported benefits were supported by robust evidence and could be clearly demonstrated through performance reporting.<br><br>HE, JP and JG advised that further work was underway to strengthen benefit tracking arrangements and develop a clearer understanding of both operational and financial impacts. The Committee received assurance that progress would continue to be monitored through established governance arrangements and that updates would be brought back as the programme matured.<br><br>The Committee **NOTED** the report. |
| **FPC 0922/11** | **Information Governance Report, including SIRO Update**<br><br>Paul Solloway (PS), Director of Digital, presented the Information Governance Report and SIRO Update. The Committee noted performance against key information governance indicators and received assurance regarding compliance with statutory requirements, information risk management and cyber security arrangements across the Health Board.<br><br>PS highlighted continued improvement in mandatory information governance training compliance and provided an update on |



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| | ongoing work to strengthen cyber security, information management and digital resilience. The Committee noted the importance of maintaining assurance in these areas given the increasing reliance on digital systems and information assets across the organisation.<br><br>Discussion focused on data quality, clinical coding and records management arrangements. Members recognised the importance of accurate and timely information in supporting operational performance, reporting and decision-making and noted the actions being taken to strengthen performance in these areas.<br><br>The Committee also received an update on digital infrastructure improvements, including progress with the Windows 11 rollout programme. Members welcomed the positive position reported and noted that no information governance incidents requiring notification to the Information Commissioner's Office had occurred during the reporting period.<br><br>The Committee received assurance that appropriate controls, monitoring arrangements and governance processes remained in place to support effective information governance and the management of information risks.<br><br>The Committee **NOTED** the report. |
| **FPC 0922/12** | **Assurance reports from the Digital, Data and Technology Group, including an update on the Delivery of Digital Programmes**<br><br>Paul Solloway (PS), Director of Digital, presented the Digital, Data and Technology (DDaT) Assurance Report, providing an update on the delivery of the Health Board's digital portfolio and progress against a number of key programmes. The Committee noted the significant progress made across several major digital initiatives and the contribution these programmes were making to service improvement and transformation.<br><br>PS highlighted recent developments including the implementation of OpenEyes, progress with the Laboratory Information |

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| | Management System (LIMS), the Radiology Information System, electronic prescribing initiatives and preparations for further digital deployments. The Committee welcomed the scale of activity being delivered across the portfolio and recognised the benefits that digital solutions were providing to patients and staff.<br><br>Discussion focused on the sustainability of digital programmes and the challenges associated with securing recurrent funding to support ongoing delivery. Members noted the increasing reliance on digital services and considered the potential risks arising from uncertainty surrounding future funding arrangements, particularly where programmes had been established through non-recurrent investment.<br><br>The Committee discussed the balance between local and national digital priorities and the importance of ensuring that digital developments delivered measurable benefits and remained aligned to organisational objectives. Members recognised the progress that had been achieved whilst acknowledging that future delivery would require continued investment and support.<br><br>Members also discussed the sustainability of funding arrangements for digital programmes, particularly where nationally mandated systems required ongoing local investment. The Committee highlighted the importance of ensuring that future business cases appropriately reflected recurrent funding requirements, benefits realisation and long-term affordability.<br><br>PS advised that work continued to strengthen governance arrangements, delivery oversight and benefits realisation across the digital portfolio. The Committee received assurance regarding the management of the programme and welcomed the continued focus on delivering digital transformation across the organisation.<br><br>The Committee **NOTED** the report. |
| **FPC 0922/13** | **Digital Patient Communications project benefits realisation update** |



Paul Solloway (PS), Director of Digital, presented an update on the Digital Patient Communications Programme and the benefits realised to date. The Committee noted that the programme had delivered a number of intended benefits, including improvements in digital communication with patients, whilst recognising that challenges had impacted the full realisation of anticipated outcomes.

PS outlined the background to the programme and the work undertaken to review progress following concerns regarding delivery. The Committee noted that data quality issues, system dependencies and limitations associated with existing infrastructure had affected implementation and the achievement of planned benefits.

Discussion focused on programme governance, benefits realisation and lessons learned. Members considered the extent to which technological change had been supported by wider service transformation and emphasised the importance of ensuring that future programmes were underpinned by clear governance arrangements, defined responsibilities and robust planning processes.

The Committee also discussed the business case and assurance arrangements that had supported the programme. Members sought assurance that learning from the programme would be captured and applied to future digital investments to strengthen delivery and maximise the benefits achieved from digital transformation initiatives.

PS advised that an external review had been commissioned and would inform future developments and improvement activity. The Committee welcomed the proactive approach being taken to identify learning and strengthen future programme delivery.

Members noted that Phase Two had proceeded without a formal business case and discussed the importance of ensuring that future digital transformation programmes were supported by

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| | appropriate business case development, benefits realisation planning and organisational readiness assessments.<br><br>The Committee received assurance that the lessons identified would be incorporated into future digital programmes and that appropriate governance arrangements would remain in place to oversee delivery and benefits realisation.<br><br>The Committee **NOTED** the report. |
| **ITEMS FOR INFORMATION** | |
| **FPC 0922/14** | **Committee Risk Report**<br><br>The Committee **RECEIVED** and **NOTED** the Committee Risk Report. |
| **FPC 0922/15** | **Review of Committee Programme of Business 2026/27**<br><br>The Committee received the Programme of Business for 2026–27 for information.<br><br>The Committee **NOTED** the Programme of Business. |
| **OTHER MATTERS** | |
| **FPC 0922/16** | **Items to be Brought to the Attention of the Board and Other Committees**<br><br>The Committee agreed to draw the Board's attention to the risks associated with the sustainability of funding arrangements for digital transformation programmes, particularly where nationally mandated systems required ongoing local financial support.<br><br>The Committee also **NOTED** the discussion held regarding consultant job planning and received an update that concerns previously raised through the Audit, Risk & Assurance Committee were being escalated separately to Board. |
| **FPC 0922/17** | **Any Other Urgent Business**<br><br>There were no further items raised for discussion. |



| FPC 0922/18 | **Date of the Next Meeting:**<br><br>Tuesday 3rd November 2026 |
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