



Alison Lord
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Our Ref: KF/12/014/A3816983

12 October 2012

Dear Alison

Betsi Cadwaladr University Health Board - External Review

Thank you for a most helpful scoping discussion yesterday. I am writing to set out the Terms of Reference for the Welsh Government's (WG) external review of the relevant financial matters at Betsi Cadwaladr University Health Board (BCUHB), these are as follows:

- Identify the key drivers of financial performance in the financial year 2012/13.
- Identify the key drivers of under performance in the financial year to date (month 6)
- Review the revised plan to the end of the current financial year and comment on the likely achievability.
- Assess progress on the development of the financial plan for 2013/14.
- Comment on the organisational management structure and effectiveness.
- Comment on the governance structure and effectiveness around the development, adoption and review of financial plans.
- Comment on the risk to year end performance on the main Tier 1 targets including RTT, Unscheduled Care of the proposed plans.

Heather Evans will project manage the review and will be your first point of contact. We are agreed that you will provide external leadership to the review, undertaking most of the fieldwork and reporting to me.

We have agreed that the output of the study will be a summary report of findings and recommendations, with supplementary advice as appropriate.

Heather will be in touch shortly to agree with you background information requirements and to confirm dates/times of interviews and project board meetings etc.

I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kevin Flynn', with a vertical line extending downwards from the end of the signature.

Kevin Flynn

Cyfarwyddwr Cyflenwi /Dirprwy Brif Weithredwr, GIG Cymru
Director of Delivery/Deputy Chief Executive, NHS Wales

Cc Heather Evans, Head of NHS Financial Management, DHSSC, WG