

Yr Adran Iechyd a Gwasanaethau Cymdeithasol
Cyfarwyddwr Cyffredinol • Prif Weithredwr, GIG Cymru

Department for Health and Social Services
Director General • Chief Executive, NHS Wales



Llywodraeth Cymru
Welsh Government

Mr Darren Millar AM
Chair
Public Accounts Committee
National Assembly
Cardiff Bay

Our Ref: DS/TLT

2 October 2013

Dear Darren

**Public Accounts Committee –Governance Arrangements at Betsi Cadwaladr
University Health Board**

Thank you for your letter of 20 September inviting me to comment on correspondence received from Mary Burrows. I am pleased to respond.

1. You specifically asked me about the date at which Mary made her intention to leave the NHS known. I was asked about this at the PAC meeting on 18 July 2013 and I declined to respond as this is primarily a matter which relates to Mary's relationship with her employer – Betsi Cadwaladr University Health Board.
2. These are a number of references to the emphasis which was placed on the delivery of financial and performance targets. I trust I responded to this matter in my letter to the Committee of 31 July 2013. Welsh Government did indeed press all Health Boards to deliver their statutory financial duties and key performance priorities – many of which relate to quality and safety aspects. The challenges involved in this delivery were recognised. However they were no greater for Betsi Cadwaladr than all other Health Boards. Clearly delivery in such circumstances needs to be underpinned by strong Board level governance – to provide direction, manage risk and ensure resilient internal arrangements. It was shortcomings in some important elements of governance rather than the nature and scale of the delivery challenge, which distinguished the position which developed in Betsi Cadwaladr.



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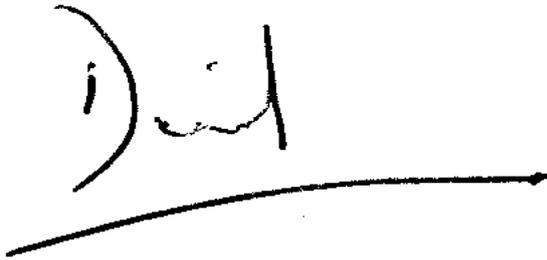
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3. I am not sure it is appropriate for me to comment on detailed matters regarding the CPG structure. More generally we sought clarity and action from the Board in respect of its broader managerial arrangements from later 2012. In particular we encourage stronger site management, the introduction of a Chief Operating Officer and clarity on CPG structures.
4. It would be inappropriate for me to comment on other aspects of Mary's submission. Many relate to internal matters. Others have, I think, been covered by the evidence we have previously provided to the Public Accounts Committee.

I trust the above is helpful.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Sissling', with a long horizontal line extending to the right from the end of the signature.

David Sissling