

Cyfarwyddwr Cyffredinol Grŵp Iechyd, Gofal Cymdeithasol a'r
Blynyddoedd Cynnar / Prif Weithredwr GIG Cymru

Director General Health, Social Care & Early Years Group / NHS
Wales Chief Executive



Llywodraeth Cymru
Welsh Government

Phil Kloer
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Our Ref: IMTP/JP/SB

28 July 2025

Dear Phil

RE: Accountability Conditions

It was unfortunate that your Board was unable to submit a balanced Integrated Medium-Term Plan (IMTP) for 2025-28 in line with section 175(2A) of the National Health Service (Wales) Act 2006 (as amended by NHS Finance (Wales) Act 2014) and in accordance with the NHS Planning Framework. Submitting an annual plan instead means the organisation has not delivered its statutory duty.

Your annual plan has been reviewed. We were pleased to note that the plan is set within the context of the health board's longer-term strategy "A Healthier Mid & West Wales", and the development of a Clinical Service Plan is progressing well. However, as communicated previously, overall, your plan is unacceptable and unsupported. As such it remains subject to ongoing discussion and requires further improvement. The review concluded that the plan carries a number of risks that will need to be actively managed and mitigated. Consequently, there are a range of accountability conditions, which must be tracked and reported on throughout the year.

The accountability conditions set out in Annex 1 align with the de-escalation criteria linked to your escalation status. One of these conditions specifically requires compliance with all applicable de-escalation criteria. The accountability conditions will form part of our

discussions during regular meetings, including those between the Cabinet Secretary and your Chair.

In addition, the Cabinet Secretary has issued a written statement, Improving Performance Together: Priority Delivery Actions for Better Health and Care 2025/26, which outlines his expectations for the year ahead. These expectations were also set out in his recent letter to Chairs and Chief Executives and must be clearly reflected in your delivery plans.

I expect you and the Board to work closely to scrutinise the plan and ensure that progress is effectively monitored throughout the year. Quarterly updates on plan delivery should be submitted to HSS-PlanningTeam@gov.wales and must be accompanied by a refreshed Minimum Data Set (MDS), clearly outlining any changes to trajectories and goals.

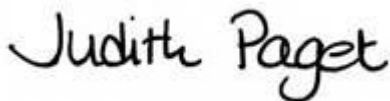
Future Joint Executive Team (JET) meetings will include discussions on progress against the accountability conditions and overall plan delivery. Performance and risk areas will also be reviewed through regular Integrated Quality Planning and Delivery (IQPD) meetings and ongoing engagement between the NHS Planning Team and your planning leads.

If any material changes to the plan are required during the year, these must be communicated to me in an 'Accountable Officer' letter.

As Chief Executive, I expect you to lead by example and with compassion, drawing on the full capability of your executive team to meet the accountability conditions, engage constructively with the Welsh Government, and deliver measurable improvements.

I trust this letter provides clarity on our expectations. However, should you have any questions, please do not hesitate to contact me.

Yours sincerely



Judith Paget CBE

cc: Nick Wood, Deputy Chief Executive, NHS Wales
Samia Edmonds, Director of Strategic Planning
Hywel Jones, Director of Finance
Jeremy Griffith, Director of Operations

Annex 1. Accountability Conditions

Your plans should be underpinned by:

The '**Five Ways of Working**' sustainable development principle of the Well-being of Future Generations Act remains central to the health board's approach. It is essential that the organisation builds on the progress made and ensures its well-being objectives are aligned with, and supported by, its planning arrangements.

The **12 Health and Care Standards** of the Quality Framework guide

Wider regulatory and national priorities, which include but are not limited to:

- Welsh Language and the Active Offer;
- Support for vulnerable groups;
- All-Wales Anti-Racism Action Plan; and
- Delivery of actions outlined in the LGBTQ+ Plan.

Your organisation's accountability conditions include:

1. Delivery of the objectives stated in the letter from Cabinet Secretary for Health and Social Care sent on 3rd July 2025, which include:

Delivering the key Welsh Government priorities for the NHS:

- a. Reducing waiting times
- b. Reducing Pathways of Care delays
- c. Improving women's health services

Strengthening how we run the NHS

- a. Modernising leadership and culture
- b. Getting better at regional working
- c. Improving openness, accountability and collaboration

Getting services ready for the future

- a. More effective prevention of ill health
- b. Putting more services into the community
- c. Realising the potential of digital and innovation

2. Delivery of the priorities and enabling actions set out the in the **NHS Wales Planning Framework 2025-28**.
3. Delivery of the recommendations set out in the **Ministerial Advisory Group on Performance and Productivity Report**.
4. Supporting Wales's ambition to become a **Marmot nation, by embedding the principles of equity and social justice into** actions and values.
5. Undertaking **robust winter planning** preparations with partners, which align to the key actions set by the Cabinet Secretary for Health and Social Care and clearly identify risks and mitigating actions ahead of winter 25/26.
6. Meeting the **de-escalation** criteria relevant to your escalation status.

7. Reviewing the **JCC Foundational Plan** and managing any decommissioning processes, associated risks and mitigations for your organisation.
8. Ensuring your **vaccination plan** meets the national target and trajectories to increase uptake and reduce inequalities.
9. Ensuring the **workforce actions** in your plan are effectively translated into delivery requirements.
10. Having an approved **Six Goals for Urgent and Emergency Care programme plan**.
11. Ensure actions are being undertaken with commissioned GMS Practices on improving **attainment of the 8 diabetes care processes** to meet national target and improved delivery towards the high value, high impact pathway metrics, including the roll out of hybrid closed loop technology.
12. **Delivering the 2024/25 outturn and strengthening the recurrent position**, through:
 - a. Demonstrating delivery, in full, of the planned level of savings that under-pin the current forecast deficit
 - b. Demonstrating actions are being taken to mitigate any in-year pressures that may arise
 - c. Identifying and delivering actions that could be taken to achieve the 24/25 outturn position
 - d. Identifying and delivering actions that positively improve the health board's recurrent position for 26/27 and beyond
 - e. Developing a trajectory and roadmap to deliver financial balance

Reporting arrangements

- The plan and summary explainer video must be published on your organisation's public facing website
- Reporting must be submitted quarterly to provide a delivery update against the plan, as well as the conditions outlined above. There should be reporting against the key milestones associated with that quarter, an explanation of any delays/amendments to milestones, identification of next steps and the mitigation of any new/emerging risks.
- The Minimum Data Set (MDS) must be refreshed on a quarterly basis, supported by written narrative to explain the context to these changes.
- Any material changes must be communicated to the Director General for Health, Social Care and Early Years and the NHS Wales Chief Executive, through an Accountable Officer letter.
- Quarterly updates on plan delivery should be submitted to HSS-PlanningTeam@gov.wales