

**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**

Huw George
Interim Chief Commissioner
NHS Wales Joint Commissioning Committee

Huw.George3@wales.nhs.uk

Our Ref: IMTP/JP/SB

28 July 2025

Dear Huw

RE: Integrated Medium-Term Plan 2025-28: Accountability Conditions

I am pleased to note your Committee's submission of a foundational annual plan for 2025/26, in alignment with the NHS Planning Framework and in the spirit of section 175(2A) of the National Health Service (Wales) Act 2006 (as amended by the NHS Finance (Wales) Act 2014). While your submission of a plan is not a statutory duty for the NWJCC, it reflects a strong commitment to strategic planning and financial sustainability. I also note the Committee's intention to develop an IMTP for 2026-29.

I can confirm that your foundational annual plan has been assessed as satisfactory. This recognises the development of integrated planning, against the current challenges and management of risks. In addition, the Cabinet Secretary for Health and Social Care has noted the position.

We were pleased that the plan responds to the challenge and role in supporting NHS Wales Performance and Improvement with fragile services and demonstrates a commitment to value based healthcare. However, when reviewing the plan, we also noted several risks within the plan that will require active management and mitigation. Consequently, a set of accountability conditions have been agreed to support the plan's implementation. The accountability conditions are outlined in Annex 1 of this letter.

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.

While I recognise that you may not be directly responsible for the broader NHS conditions referenced in Annex 1, it is important that you are aware of the wider system expectations, and there are areas where your organisation can contribute and support health boards and trusts. I expect that such support will be made readily available through the monitoring process, to provide assurance that your organisation is fulfilling its role as a system leader.

I expect you and the Committee 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.

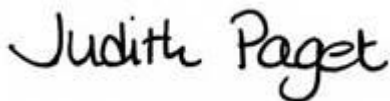
Future Integrated Quality, Planning and Delivery (IQPD) meetings will include discussions on progress against the accountability conditions and overall plan delivery. Performance and risk areas will also be reviewed through ongoing engagement between the NHS Planning Team and your planning leads.

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 Commissioner, 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 NWJCC's approach. It is essential that the organisation builds on the progress made and ensures its well-being approach is 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;
- The All-Wales Anti-Racism Action Plan; and
- Delivery of actions outlined in the LGBTQ+ Plan.

Your organisations accountability conditions include:

1. Where appropriate and relevant, delivery of - or contribution to - 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. Supporting Wales's ambition to become a **Marmot nation, by embedding the principles of equity and social justice into** actions and values.
4. Ensuring the **workforce actions** in your plan translate into delivery requirements and ensuring **workforce and well-being issues** are being addressed, with identified gaps and risks in the current plan clearly evidenced, along with appropriate mitigation strategies.
5. Working with health boards and reviewing their plans to **manage any decommissioning processes**, associated risks and mitigations for your organisation.

6. Ensuring delivery of the **WAST Integrated Medium-Term Plan (IMTP)** aligns with commissioning intentions and commit to providing quarterly updates.
7. Ensuring the **Research and Development (R&D) Framework** Integration has been adopted to improve patient referral processes and support evidence-based decision-making.
8. Ensuring that inequality impact assessments are undertaken, and that equality requirements are represented and used to **inform commissioning decisions**.
9. **Delivering financially sustainability** through:
 - a. Demonstrating delivery, in full, of the planned level of savings that underpin the NWJCC's plan
 - b. Demonstrating actions that are being taken to mitigate any in-year pressures that may arise
 - c. Ensuring delivery of the financial plan that the Committee has approved
 - d. Identifying and delivering actions that positively improve the NWJCC's recurrent position for 26/27 and beyond

Reporting arrangements

- The foundational annual 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 your foundational annual 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.
- 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