



20th May 2021

Clare Williams
Interim Director of Planning
Cwm Taf Morgannwg UHB

Dear Clare,

CWM TAF MORGANNWG DRAFT ANNUAL PLAN 2021-22

Thank you for receipt of your draft annual plan for 2021-22. We recognise the considerable work involved in developing this plan and also that as this is an iterative process, your draft plan will have evolved since the original submission, including taking account of the latest modelling information.

All draft plans have been reviewed and discussed internally by colleagues from Welsh Government, NHS Wales Delivery Unit and Finance Delivery Unit.

Overall, it was felt that this is a clear narrative plan with a good focus on ministerial priorities and integration. We also recognise the positive work around escalation issues which has developed from the previous year's plan. It was suggested that other areas of good practice are undersold within the plan, for example, work within the Integrated Locality Groups and on population health.

The review group did raise a number of areas for further consideration as you finalise your submission:

- The finance plan presents a core deficit which is not recognised in the context of your 20/21 outturn financial position. The organisation is planning to expend high levels of funding – you will need to provide sufficient evidence that you are capable of achieving this.
- There is an expectation that service and workforce plans align to achieve the objective of maintaining a 20/21 outturn position. The draft plan indicates significant risks in the triangulation of performance, finance and workforce. The final plan will need to strengthen the alignment between these areas. Any risks around these areas needs to be clearly articulated.
- The plan needs to include details on key deliverables, including timelines, to provide confidence and assurance. This needs to include demand and capacity assumptions.
- We recognise that you have progressed your planned care recovery response with a clear sense of priority. However, the transition to recovery/BAU will need to better reflect

the ongoing COVID context, including any response arrangements in place, contingency planning for the potential of further waves, new opportunities for regional working and implications for workforce arrangements.

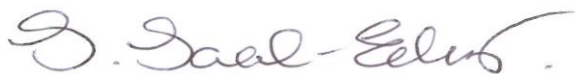
- We note a detailed workforce plan is being developed and would like to see more details on this and the associated risks.
- The TI framework is largely about developing a new modus operandi for the organisation and many of the specific actions within it are key enablers for delivering many aspects of the plan, for example, the investment in improvement capability and VBHC. It would be helpful to show how it is all being aligned.
- It will be important to flag the continued work needed to respond to the HIW/AW governance review. Despite good progress, the follow up report published this week has assessed all 14 recommendations as remaining open.

Finally, the expectations for revised plans remain as set out in correspondence from Andrew Goodall on 20 April 2021.

If it would be helpful to discuss the plan further in support of your work to submit a final plan in June, we would be happy to arrange an informal discussion. If this would be helpful, please contact Nicola Davies Nicola.Davies016@gov.wales.

We look forward to receiving your final submission at the end of June.

Yours sincerely,

A handwritten signature in purple ink, reading "S. Saeed-Edmonds".

Samia Saeed-Edmonds
Planning Programme Director

CC

Paul Mears, CEO