

**nVCC Project Scrutiny Sub-Committee**  
**Public Session**

**MINUTES OF THE MEETING HELD**  
**22<sup>nd</sup> January 2026 at 10:00-11:15**  
**via Microsoft Teams**

**Members Present:**

Hilary Jones (HJ)	Independent Member (Chair)
Gareth Jones (GJ)	Independent Member
John Union (JU)	Independent Member (Finance)
Sara Moseley (SM)	Trust Chair

**In attendance:**

Anne Carey (AC)	Chief Operating Officer
Lauren Fear (LF)	Director of Place, Portfolio and Partnerships
Non Gwilym (NG)	Director of Corporate Governance (Interim)
Matthew Jenkins (MJ)	Welsh Government Representative
Mark Trumper (MT)	Senior Responsible Owner
Matthew Bunce (MB)	Executive Director of Finance
Sarah Jenkins (SJ)	Executive Director of People and OD (Interim)
Kate Hannam (KH)	Divisional Director, VCS
Tina Jenkins (TJ)	Head of Quality Safety and Assurance Nursing
Richard Skone (RS)	Deputy Medical Director
Kay Barrow (KB)	Corporate Governance Manager
Tessa Harper-Hughes	Secretariat

**Apologies:**

Carl James	Chief Executive Officer (Interim)
Jacinta Abraham	Executive Medical Director
Nicola Williams	Director of Nursing, AHP's & Healthcare Scientist
Carl Taylor	Chief Digital Officer

1.0.0	PRELIMINARY MATTERS	ACTION
1.1.0	<b>Welcome &amp; Introductions</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Chair welcomed all attendees to the meeting.	

<b>1.2.0</b>	<b>Apologies for Absence</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  Apologies were noted as detailed above.	
<b>1.3.0</b>	<b>In Attendance</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  <ul style="list-style-type: none"> <li>Tina Jenkins - Deputy Director of Nursing, Quality and Patient Experience attending for Nicola Williams</li> <li>Richard Skone - Deputy Medical Director attending for Jacinta Abraham</li> </ul>	
<b>1.4.0</b>	<b>Declarations of Interest</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Chair invited declarations of interest. No declarations were made beyond the standing declarations recorded in the Trust's Register of Interests.	
<b>2.0.0</b>	<b>STANDARD BUSINESS</b>	
<b>2.1.0</b>	<b>Minutes of Previous Sub-Committee Meetings held on 20<sup>th</sup> November 2025</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Sub-Committee: <ul style="list-style-type: none"> <li><b>APPROVED</b> the minutes of the meeting held on 20th November 2025 as an accurate record of the meeting subject to clarification on 4.1 (Interdependencies Report). The follow-up discussion on the Interdependencies Report to happen offline, not in the next Scrutiny Sub-Committee meeting. Minutes will be amended to reflect that accurately.</li> </ul>	<b>Secretariat</b>
<b>2.2.0</b>	<b>Action Log</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Sub-Committee considered the Action Log, and the following updates were noted: <ul style="list-style-type: none"> <li><b>Action 200:</b> ToR being reconsidered in the context of refined scope for nVCC project.</li> <li><b>Action 201:</b> Propose to close but correct the update to state that the meeting has not yet been held.</li> <li><b>Action 205:</b> Propose to close.</li> <li><b>Action 206:</b> Propose to close, given actions for 200 and 201.</li> </ul>	<b>NG/CJ</b>  <b>Secretariat</b>  <b>Secretariat</b>  <b>Secretariat</b>

	The Sub-Committee: <ul style="list-style-type: none"> <li>• <b>APPROVED</b> the Action Log and noted the updates provided.</li> </ul>	
<b>3.0.0</b>	<b>PROJECT DELIVERY</b>	
<b>3.1.0</b>	<p><b>Future Reporting – nVCC Project Readiness Board</b>  <i>Led by Mark Trumper, nVCC SRO</i></p> <p><b>Key Points Raised:</b></p> <ul style="list-style-type: none"> <li>• A Readiness Board is being established as part of the wider project governance structure supporting the move to the new nVCC. It will oversee six workstreams: Digital, Clinical Commissioning Operational Services Readiness, Support Service Readiness, Integrated Radiotherapy Solution implementation, Workforce.</li> <li>• These workstreams were selected because of their direct impact on day-one operational readiness. Leads are currently defining scope, dependencies and detailed milestones, with initial high-level returns due imminently.</li> <li>• An integrated readiness plan will follow, ensuring all workstreams align and that “no duplication or gaps” exist. This plan will feed into the newly formed Readiness Board.</li> <li>• The Sub-Committee emphasised the need for the Readiness Board to have clear governance routes, ensuring scrutiny and assurance are streamlined and that Executives do not need to report to multiple Committees.</li> <li>• The Sub-Committee also highlighted the importance of the Readiness Board’s role in shaping future reporting, ensuring readiness activity is properly reflected in updated governance structures and integrated with wider organisational plans.</li> <li>• Workforce planning was noted as a key dependency within the Readiness Board’s remit, with assurance provided that interim support is in place and a dedicated role is being established to support readiness.</li> <li>• The Sub-Committee confirmed that the Readiness Board is central to coordinating operational transition work, strengthening governance, and ensuring the organisation is fully prepared for day-one service delivery.</li> </ul> <p><b>**ACTION**:</b> A consolidated paper on the new governance and reporting arrangements to be presented at the next meeting.</p>	<b>LF/AC/MT</b>
<b>3.2.0</b>	<p><b>nVCC Project Highlight Report</b>  <i>Led by Mark Trumper, nVCC Project SRO</i></p> <p>MT presented the Project Highlight Report, focusing on Programme status, construction progress, quality and safety, staff engagement, major milestones, finance, and community benefits. The following key points were noted:</p> <ol style="list-style-type: none"> <li>i. <b>Overall Status:</b> The project remains on track with no change to the overall RAG (Red-Amber-Green) status, despite some emerging</li> </ol>	



	<p>supply chain challenges. The contractor is still forecasting completion of phase two as originally planned.</p> <p>II. <b>Key Issues:</b> Delays occurred in cladding delivery and timber supply due to a manufacturer going into administration. These have put pressure on the construction programme but have been managed with contingency measures (e.g., polythene sheeting to allow internal work to continue).</p> <p>III. <b>Quality &amp; Safety:</b> Routine health and safety reporting continues, with ongoing staff engagement and site visits. Staff feedback on site visits has been positive, and further visits are planned.</p> <p>IV. <b>Community Engagement:</b> There was a spike in complaints related to subcontractor parking, which has since been resolved. Community benefit activities and local supply chain spending are ongoing and highlighted as positive.</p> <p>V. <b>Finance:</b> The project is on budget. Approximately £5 million of contingency was released back to Welsh Government, with the remaining contingency tightly managed. Any further need for contingency would require evidence and approval.</p> <p>VI. <b>Programme/Plan:</b> Some activities are behind schedule (notably ground and first floor slabs, due to earlier quality issues now resolved), but these delays do not currently impact critical milestones such as preferential building access for commissioning. A new version of the contractor's programme is expected soon, which will reprofile activities.</p> <p>VII. <b>Risks:</b> The main risk is the reduction in contractor contingency as the project nears completion. There is also a focus on ensuring quality is not compromised in the final stages.</p> <p><b>**ACTION**:</b> SM and MT to meet and further discuss expanding engagement as the project progresses.</p> <p>The Sub-Committee:</p> <ul style="list-style-type: none"> <li>• <b>NOTED</b> the nVCC Project Highlight Report for the month of September 2025 and the Project status of <b>AMBER</b>.</li> </ul>	<p><b>SM/MT</b></p>
<p><b>3.3.0</b></p>	<p><b>Communication and Engagement Update Report</b> <i>Led by Non Gwilym, Director of Corporate Governance (Interim)</i></p> <p>NG presented the Communication and Engagement update, highlighting key activities over the reporting period:</p> <p>I. <b>Site Visits:</b> Ongoing efforts to arrange partner and commissioner visits to the site, with a focus on using the protected walkway for safety and practicality. A template visit plan is being developed to maximize engagement while minimising disruption.</p> <p>II. <b>Strategy Alignment:</b> The Communications and Engagement Strategy is being reviewed and integrated with the new nVCC Readiness Board and service management structures to ensure coherence and alignment across all activities.</p>	



	<p>III. <b>Staff Engagement:</b> Plans are in place to increase detailed communication and co-creation with staff as the transition phase approaches, with the team leading the staff engagement efforts.</p> <p>IV. <b>Social Media:</b> There has been a notable increase in social media followers and engagement, with ongoing discussions about integrating project updates into the main VCC feed for broader reach.</p> <p>The Sub-Committee:</p> <ul style="list-style-type: none"><li>• <b>NOTED</b> the Communication and Engagement update report.</li></ul>	
<b>4.0.0</b>	<b>PROGRAMME DELIVERY</b>	
<b>4.1.0</b>	<p><b>Interdependencies Report (VCS Futures AA Report)</b> <i>Led by Anne Carey, Chief Operating Officer</i></p> <p>The Sub-Committee considered the Interdependency Report as a <i>draft</i>, as it required further internal review and alignment before being finalised.</p> <p><b>Key Points Raised:</b></p> <ul style="list-style-type: none"><li>• <b>Need for Greater Consistency and Clarity:</b> The Sub-Committee highlighted the need for a more consistent approach to risk assessment across all workstreams. Several items marked as <i>alert</i> lack clear explanations of mitigating actions, which is problematic, especially in a public document.</li><li>• <b>Distinguishing Risks, Issues and Project Status:</b> Some items currently shown as risks or interdependencies are not yet formal projects e.g., Centre for Collaborative Learning. The Sub-Committee agreed these should be separated so reports accurately reflect:<ul style="list-style-type: none"><li>○ Risks</li><li>○ Issues</li><li>○ Genuine interdependencies</li><li>○ Business-as-usual activities</li></ul></li><li>• <b>Appropriateness of the Reporting Format:</b> The report presented was a “Play” style highlight report, originally designed for reporting upwards to the Board, not for committee-level scrutiny. Several members felt it was too high-level and not the right tool for detailed committee assurance.</li><li>• <b>Amber vs Amber-Red Assessment:</b> The Sub-Committee questioned whether, given the number of items flagged as <i>alert</i>, the overall delivery rating should shift from Amber to Amber-Red, rather than remain Amber. The Sub-Committee agreed this warranted further consideration but should be based on clearer mitigation evidence.</li><li>• <b>Future Reporting Solution Coming in March 2026:</b> A new, more robust milestone-based interdependency report is being developed and will be introduced from March 2026. This will better align with capital reporting structures and provide clearer visibility of dependencies and mitigations.</li></ul>	

	<ul style="list-style-type: none"> <li>• <b>Public Reporting:</b> The Sub-Committee expressed concern that the public version of the report may be misinterpreted and would need to be reviewed outside of the meeting and updated with appropriate context or amendment.</li> </ul> <p><b>**ACTIONS**:</b></p> <ul style="list-style-type: none"> <li>• AC and NG to review and update the draft report and ensure that any public-facing version provides clear context to avoid misinterpretation.</li> <li>• LF and AC to arrange a meeting with HJ and GJ to discuss the expectations for the interdependency reporting and assurance.</li> </ul> <p>The Sub-Committee:</p> <ul style="list-style-type: none"> <li>• <b>NOTED</b> the VCS Futures AAA Report as a draft report.</li> </ul>	<p><b>NG/AC</b></p> <p><b>LF/AC</b></p>
<b>5.0.0</b>	<b>CONSENT ITEMS</b>	
<b>5.1.0</b>	<p><b>Consent for Approval / Endorsement</b></p> <p>The Sub-Committee <b>NOTED</b> there were no items for Approval / Endorsement.</p>	
<b>5.2.0</b>	<p><b>Consent for Information / Noting</b></p> <p>The Sub-Committee <b>NOTED</b> there were no items for Information / Noting.</p>	
<b>6.0.0</b>	<b>ANY OTHER BUSINESS</b>	
	There was no other business raised.	
<b>7.0 .0</b>	<b>MEETING REFLECTIONS</b>	
	There were no meeting reflections raised.	
<b>8.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting will take place on <b>Thursday, 24<sup>th</sup> February 2026</b> at 10:00-12:00 in the Meeting Room – Velindre Headquarters	
<b>9.0</b>	<b>CLOSE</b>	
	The Sub-Committee Chair formally closed the meeting, expressing thanks for all contributions.	