

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

**MINUTES OF THE MEETING HELD**  
**10<sup>th</sup> June 2025 at 10:00 – 12:00**  
**Via Microsoft Teams**

**Members Present:**

Hilary Jones (HJ)	Independent Member (Chair)
Donna Mead (DM)	Trust Chair
Gareth Jones (GJ)	Independent Member
Stephen Harries (SH)	Independent Member

**In attendance:**

Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Mark Trumper (MT)	Senior Responsible Owner
Matthew Bunce (MB)	Executive Director of Finance
Mark Ash (MA)	Assistant Project Director, TCS
Matthew Jenkins (MJ)	Welsh Government Representative
Sarah Morley (SFM)	Executive Director of OD & Workforce
Richard Skone (RS)	Deputy Medical Director
Thomas Deacon (TD)	Senior Communications Manager
Kay Barrow (KB)	Corporate Governance Manager / Secretariat

**Apologies**

David Donegan (DD)	Chief Executive
Lauren Fear (LF)	Interim Director of Transformation
Dr Jacinta Abraham (JA)	Executive Medical Director
Anne Carey (AC)	Chief Operating Officer
Non Gwilym (NG)	Interim Director of Corporate Governance
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
David Powell (DP)	nVCC Project Director

1.0	PRELIMINARY MATTERS	ACTION
1.1	<p><b>Welcome &amp; Introductions</b>  <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Chair welcomed all attendees to the meeting and in particular, Richard Skone, who was attending for Jacinta Abraham and Thomas Deacon who was attending for Non Gwilym.</p> <p>The Chair advised that Stephen Harries was attending the Sub-Committee in his new capacity at Independent Member for Finance.</p>	
1.2	<p><b>Apologies for Absence</b>  <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>Apologies were noted as detailed above.</p>	



<b>1.3</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 STANDARD BUSINESS</b>		
<b>2.1</b>	<b>Minutes of Previous Sub-Committee Meetings held on 6<sup>th</sup> May 2025</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Committee reviewed the minutes of the meeting held on 6 <sup>th</sup> May 2025 and the following point was noted: <ul style="list-style-type: none"><li>• <b>Minute reference 3.1 nVCC Highlight Report:</b> GJ queried the reference to 'its' in the first sentence of the third bullet point and asked who that related to. MT confirmed that 'its' referred to Sacyr as it is their explicit responsibility in the terms of the contract. It was agreed that the word 'its' would be replaced with the word 'Sacyr'.</li><li>• <b>Minute reference 3.1 nVCC Highlight Report:</b> GJ queried the minute referencing the usage of the QRA in the last paragraph on page 4 and that the clarification was not what was reflected in the minute. It was agreed that the final paragraph would be rephrased for clarity and read "GJ raised a question regarding the usage of the QRA, and wondered what would happen if it was not used. MA clarified that any unused QRA would be returned to Welsh Government."</li><li>• <b>Minute reference 5.1 TCS Delivery and Governance Arrangements:</b> DM queried the use of the word 'sequentially' in the first sentence of paragraph three, as the components of the TCS Programme were being delivered concurrently and not sequentially. It was agreed that the word 'sequentially' would be replaced with the word 'concurrently'.</li></ul> The Sub-Committee <b>APPROVED</b> the minutes of the meeting held on 6 <sup>th</sup> May 2025 as an accurate record, subject to the three amendments as detailed above.	<b>Secretariat</b>  <b>Secretariat</b>  <b>Secretariat</b>
<b>2.2</b>	<b>Action Log</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  The Committee considered the Action Log and the following updates were noted: <ul style="list-style-type: none"><li>• <b>Action 166:</b> DM advised that whilst the list of community events had been circulated, there is only one event scheduled in Bridgend. There is very little communication and engagement in areas outside of Cardiff. It was agreed to close this action, but to open a new action to explore communication and engagement opportunities and</li></ul>	<b>Secretariat</b>

	<p>activities in the SE Wales region such as Merthyr, Ebbw Vale, Tredegar, Cwmbran, Abergavenny, etc. to raise awareness of the new hospital.</p> <ul style="list-style-type: none"> <li> <b>Action 167:</b> CJ advised that AC, JA and NW had met with Colin Powell and the TrAMS team and have agreed to put an alternative plan in place to 'go live' for aseptic provision in the nVCC. It was agreed for the action to remain open with a new target date to be assigned until the formal position is known and is reflected in any OBC that comes through in relation to the national TrAMS.         </li> </ul> <p>MB explained that the discussions around the service model and what the Trust needs to continue to provide had been useful, although now needs to be correctly reflected in the financial model and the business case, as currently it does not. What will need to be reflected will be the financial consequences of the Trust retaining a different proportion of its staffing and having to run the new TrAMS model. These points have been communicated on numerous occasions to the Project Team.</p> <ul style="list-style-type: none"> <li> <b>Action 176:</b> Whilst this action aligns to action 167, it relates to the need for a resilient TrAMS service that supports the overall regional and national approach. A new target date to be assigned to the action.         </li> </ul> <p><b>**ACTION**:</b> CJ to discuss with AC to bring back a formal report that describes the TrAMS position from a local, regional and national perspective and in particular the key dependency of the nVCC with a view to receiving an update at the next meeting.</p> <ul style="list-style-type: none"> <li> <b>Action 179:</b> Action to be closed with a new action to review the tracking outcomes in 3 months.         </li> <li> <b>Action 180:</b> Action to be closed. New action(s) to be opened if necessary to address any further comments.         </li> <li> <b>Action 181:</b> Action to be closed. New action(s) to be opened if necessary to address any further comments.         </li> <li> <b>Action 182:</b> Action to be closed as Terms of Reference Endorsed by the Sub-Committee.         </li> </ul> <p>The Sub-Committee <b>NOTED</b> the Action Log, and the updates provided, and emphasised the importance of timely resolution, improved ownership, and forward planning to address outstanding actions ahead of the next meeting.</p>	<p><b>AC</b></p> <p><b>CJ/AC</b></p>
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3.0	<b>PROJECT DELIVERY</b>	
3.1	<p><b>nVCC Project Highlight Report</b> Led by Mark Trumper, nVCC SRO</p> <p>MT presented the nVCC Project Highlight Report and the following points were noted:</p> <ul style="list-style-type: none"><li>• The overall project status was reported as <b>AMBER</b>. Whilst the Trust was meeting its obligations with a status of Green, Project Co and Sacyr were not which was bringing the overall rating to Amber status.</li><li>• Good progress is being made overall with the construction programme ahead of the programme by circa five weeks on one side of the building, but behind on the other side of the building by around the same time period. There are clear acceleration measures in place by the contractor extending the working hours to close the gap. A full programme in place in the Summer once the concrete frame is complete.</li><li>• In terms of the quality aspects, the health and safety metrics are showing a high number of observations at 306 for the year to date at the end of month four, which is nearly the total number of observations undertaken in 2024. This high number of observations is conducive to a safe environment although, there are instances that occur because a construction site is a difficult working environment.</li></ul> <p>The Trust statistics will commence from next month to reflect the onsite works that have commenced regarding the enabling works with the HV intake room and the other supporting activities in relation to the overall programme.</p> <ul style="list-style-type: none"><li>• The sample size for staff engagement is still small and whilst there have been more responses in the first month of the second quarter than in the entire previous quarter, it is very low and is not reflective of the actual engagement being undertaken. It is expected that this will change going forward due to the work of the Communications &amp; Engagement Team with the implementation of a QR code system for each touch point with individuals. Therefore every presentation, meeting, etc. there will be an option to scan a QR code with their mobile phone for an opportunity to provide feedback. That data will feed into this reporting statistic.</li></ul> <p>DM highlighted that with a small sample size it is difficult to draw out any serious conclusions however, there appears to be a downward trend in how well informed or how much people know about the new hospital that will need to be monitored. MT clarified that the 34 responses are for just April however, the 30 responses were for January, February and March combined. MT explained that whilst 'I'm well informed' dropped from 43 to 32, it is because those types of responses have migrated into being 'very well informed' which has increased from 3% to 24%. DM commented</p>	



that whilst there has been movement between the categories there are still 24% that know very little. MT explained that for last month 'well informed' and 'very well informed' categories combined, was 46% and for this month it is 56%.

GJ queried the second sentence in the health and safety dashboard and the commentary that states that there are over 300 reported observations which is a year to date metric and only two reported near misses for just April. There is inconsistency in the reporting which should either state monthly or year to date. If the latter then there are five for near misses as the year to date metric

The Chair commented that the update provided for the health and safety metrics was useful and had answered the majority of the points that were going to be raised. As public facing document it would be worthwhile including that explanation in the opening summary of the report.

**\*\*ACTION\*\*:** Correct the Health and Safety Dashboard to reflect consistent year to date metrics for reported observations and near misses with additional narrative to explain to the public that a high level of observations is conducive to a safe environment.

MT

- MB flagged that a key piece of work will be the equipment procurement and that the orders will be placed based on the tender submitted. It was emphasised that there was a need to ensure that the contractor fixes those prices based on the specifications that the Trust provides, given that the delivery date will be September 2026. This is an unusual gap between the tender process and when the price is fixed for the order to delivery. It will also be necessary to ensure that the contract reflects any improvements in the specification of the machines and/or any improvements they make in developments in those 12 months and that those improvements and/or developments are within the contract and the pricing agreed when placing the order. MT clarified that the commercial discussions and procurement decisions for the Group 2C equipment purchases is anticipated to conclude at the end of July with decisions in August. There is a deadline of September in the PA to inform Project Co of what the Trust will be purchasing. Once those procurement decisions are made this will provide a more accurate view of spend against the original equipment budget.
- MB highlighted that one element of the QRA is IRS, which is key interdependency of the nVCC and, as such, there is the impact on the delay of the new hospital on the IRS pricing. As SRO for IRS, MB advised that the Trust is currently in Phase 3 of the deployment order and flagged that there are impacts on the pricing because of the delays. Varian are in the process of pulling together a Change Control Notice for the impact of the delays. MB advised that this



will be discussed with Varian and the potential for the QRA to be drawn down to address any increase in costs. GJ asked whether this matter will be picked up via the interdependencies between the IRS Project and the Project Agreement for the nVCC and whether a potential compensation event from Varian comes to the Trust that it can be reclaimed from Acorn. MB advised that it will be flagged within the interdependencies, but it will not be a compensation event. The Trust anticipated in the nVCC QRA the risk of the delay in the project could potentially impact on the pricing for Varian for IRS because it will be two years later than was tendered for and supplied. The price differential is what will be drawn down against the QRA for that risk.

- SH commented that the footers on the majority of the pages identify that the information as private and commercially sensitive, which is not the case and need to be amended from a public perspective.

**\*\*ACTION\*\*:** Review the Highlight Report footer to ensure it accurately reflects the public nature of the document.

MT

- MT advised that there was no change to the financial position from the previously reported position with the Project remaining on track against the financial delivery. There has been no additional QRA drawdown for this period and the Project retains £16.65m of QRA reserves. Overall the financial position is **GREEN**.
- Additional information under complaints has been added to the Community Benefits section as reported and delivered by Project Co as part of their contractual obligations under the MIM. There have been 66 complaints since the Project commenced, with eight for the year to date, which predominantly relate to the noise and light pollution as a result of the substantially extended working hours to catch up on the programme. These have all been addressed with the residents on an individual basis. GJ queried the total period of the complaints reported, which was clarified as three years. The Quarter to date was 8 and the previous Quarter was 16 which makes 24 since March 2024.

GJ also asked whether it is anticipated that the complaints will increase due to the continuation of the extended working hours. MT explained that there may be a short term blip due to the acceleration measures, but these are due to conclude over the next couple of months with the return to more normal working hours. The acceleration measures were put in place due to the significant challenges with the groundworks and the replacement of the groundworks contractor and the need to recover against the original construction programme timeline with the 'go live' date of March 2027.

	<p>GJ asked whether there was a way of explaining to the local community about the reasons for the extended working hours and the timeline for returning to a more normalised work pattern. MT reiterated that any complaints received are being dealt with on an individual basis. The Communications &amp; Engagement Team are also advising on a wider level.</p> <ul style="list-style-type: none"> <li>• GJ queried the 3935 job starts as part of the Social Value Statistics and what that actually refers to. MT advised that this related to the number of people engaged on the project to date in some capacity and would provide more detail for the next meeting.</li> <li>• The Chair advised that given the questions on the Community Benefits that additional narrative as an explanation of the infographics was required.</li> </ul> <p><b>**ACTION**</b>: Provide additional information on the community benefits section, including trends and themes in complaints.</p> <ul style="list-style-type: none"> <li>• In relation to the Plan on a Page, MT explained that a grey milestone has been completed; red indicates a critical path activity and that cannot be missed without a consequence on the overall delivery timeline.</li> <li>• MT explained that due to unforeseen challenges or issues a planned milestone may need to be changed. Using the Design aspect of the programme as an example, it was highlighted that several elements of Design have needed to be moved i.e. RDD B packages did take more time that was initially allocated due to the issues as previously discussed. The Plan now shows the original milestone as 29<sup>th</sup> April 2025; the change to 19<sup>th</sup> May 2025 and following it there is a green CNN001. This is a new Change Control methodology implemented with the Project Management Office (PMO), which relates to a document that annotates the change, the reasons for it and the sign off authority at the appropriate level depending on the required change. This enables robust control over the Project milestones to ensure they do not move in an uncontrolled or unforeseen way.</li> </ul> <p>In the case of D packages, the milestone is grey. The timeline date was 24<sup>th</sup> March 2025 however, that activity was completed earlier than planned on 18<sup>th</sup> February 2025 as annotated, but was not subject to change control as it was delivered earlier than scheduled.</p> <p>This methodology will be implemented universally going forwards and will enable strict control on the project activities. It will provide the Sub-Committee with assurance in terms of the document audit trail and the opportunity to scrutinise the plan to ensure that the correct governance process in place for sign off.</p>	<p><b>MT</b></p>
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- GJ queried whether the Plan was also predictive i.e. F packages have already moved from March to July, are they monitored to see whether there will be an issue if they moved into say September and if more resource is required to keep the activity on track. MT advised that the individual workstream leads meet with the PMO Integrated Planner to report on all activities in the Plan, which will then be assessed independently in terms of the impact on other workstreams such as other design areas, equipment, etc. and the implications.

MT explained that this is a proactive process and milestones are moved when they need to be moved and not when they are missed. Should there be multiple movements, there will be CN (change notice) reference numbers for each of the movements. However, as SRO, multiple movements would be questioned in terms of whether they could have been anticipated, if the trend is going to continue and if additional resource or management action is required to resolve particularly to avoid a critical path. The Plan on a Page provides absolute transparency about what has moved, under whose authority, when did it move and has it moved more than once.

- The Chair queried the construction milestones for the basement which should have completed on 21<sup>st</sup> May 2025 and lower ground on 5<sup>th</sup> June 2025, would we expect to see a completed or change of dates there. MT clarified that this is new process and not fully implemented as yet. The RDD is an example of the process however, this report is as at 30<sup>th</sup> April 2025 therefore milestones in May 2025 have not been missed.

The Chair asked for example, whether on 30<sup>th</sup> April 2025 a milestone on 21<sup>st</sup> May 2025 will be missed and would there be annotation in here moving forward. MT confirmed that it would have annotation if it had been discussed as a requirement to move the milestone. There will be a different CN number associated with that decision with the appropriate governance level deciding that change.

The Chair asked whether the Sub-Committee can assume that the dates of 21<sup>st</sup> May 2025 and 5<sup>th</sup> June 2025 had been met because there is no CN number against it or is it that the process has not been implemented beyond RDD. MT confirmed that the change control process has not been fully rolled out beyond RDD at yet. However, once implemented in its entirety the Plan would be annotated if there had been a move. MT explained that once the process has been fully implemented, it will take a couple of reporting cycles to fully embed in order to provide the grip and control of what is happening across the project.



- MB commented that the plan on a page is helpful to understand the overall picture and will start to provide assurance. However, the reporting will need to be as near to real-time as possible and asked whether the basement milestone mentioned by the Chair had been met. MT confirmed that the basement work has been complete with the props being removed and moved to the second floor for the second part of the construction. The challenge is about defining complete because there are some repairs to be undertaken as part of the initial concrete work however, materially the works are complete.
- SH commented that the Sub-Committee will be focussed on the information contained in the Plan on a Page due to its significance and importance however, the information is already six weeks out of date and there is a risk that the conversation about the data versus the current position is likely to be played out at each monthly meeting unless the timing of the Sub-Committee can be aligned to ensure more timely information.
- SM queried following the full implementation of the change control process across the full Plan, whether a real-time dashboard will be available showing the progress and current position when the Sub-Committee meets. MT explained that the Sub-Committee is an assurance and scrutiny meeting to ensure that project activities are being undertaken responsibly and correctly. This is not an operational meeting to make Project Decisions, that is the responsibility of the Project Board and as such the timing is not as important as it reports directly to Trust Board. It would be difficult to get the information any earlier as the Project is reliant on third parties who have contractual deadlines when they share their data to enable it to flow through via the Project Board into the Sub-Committee reporting.
- CJ advised that there is a further option, as the Executive Lead and MT as the SRO, there is ability to escalate anything that is considered of significant concern to the Sub-Committee outside of any scheduled meeting. The Chair commented that in theory it can work however, in practice the questions always get asked because there are dates at the time of reporting that have not been passed, but at the meeting are passed with the need to get the most up to date position for that assurance.
- DM commended the Plan on a Page as a welcomed assurance development and once it is implemented in its entirety and used, it will provide a much needed grip and understanding of the current status of the project.
- The Chair advised that the explanation provided has clarified and answered a number of questions and that it would be useful for

	<p>some narrative to be added to the cover report or as a preamble to the Highlight Report to explain the changes in the Plan on a Page.</p> <p><b>**ACTION**</b>: Include narrative either in the cover paper or in the Highlight Report as a preamble to explain any changes in the Plan on a Page.</p> <p><b>**ACTION**</b>: CJ and MT to review the alignment of the Project Board and Sub-Committee dates with NG in order to achieve timelier reporting.</p> <p>The Sub-Committee <b>NOTED</b> the nVCC Project Highlight Report for the month of April 2025 and the Project status of <b>AMBER</b>.</p>	<p><b>MT</b></p> <p><b>CJ/MT/NG</b></p>
<p><b>3.2</b></p>	<p><b>Tracking of nVCC Business Case Outcomes and Commitments</b>        Led by Mark Trumper, nVCC SRO</p> <p>MT provided a presentation outlining how the benefits of the nVCC Business Case are to be captured, monitored and tracked in relation to the mandatory obligations to Welsh Government; specific management actions and the additional benefits and opportunity to broaden across programmes. The following points were noted:</p> <ul style="list-style-type: none"> <li>• The approved Business Case listed mandatory requirements to delivery in order to fully discharge obligations linked to investment funding.</li> <li>• The Economic Case listed nine key benefits that can be quantified in monetary terms of which:           <ul style="list-style-type: none"> <li>○ Two are cash releasing (Trust – discounted value of £16m):               <ul style="list-style-type: none"> <li>▪ Improved recruitment and retention: 22% reduction in temporary staff costs</li> <li>▪ Income from Centre for Learning, Technology and Innovation: Net income of £214k per annum</li> </ul> </li> <li>○ Four non-cash releasing (Trust – discounted value of £52m):               <ul style="list-style-type: none"> <li>▪ Improve adjacencies: 2% productivity improvement</li> <li>▪ More flexible facilities: 2% productivity improvement</li> <li>▪ Better compliance with standards: 2% productivity improvement</li> <li>▪ Increased innovation opportunities to maximise TCS benefits (NCRB): 7.5% of Programme benefits – clinical service model (reduced LoS, fewer admissions, utilisation)</li> </ul> </li> <li>○ Three societal benefits (wider society discounted value of £135m):               <ul style="list-style-type: none"> <li>▪ More energy efficient building: Economic value of reduced CO<sub>2</sub>e due to switch to fully electric building</li> <li>▪ Creation of new construction jobs: Economic value of construction jobs during construction period</li> <li>▪ Increased innovation opportunities to maximise TCS benefits (SB): 7.5% of programme benefits – improved survival rates (QALYs) and Increased</li> </ul> </li> </ul> </li> </ul>	



employment opportunities (increased NHS jobs across pathway)

- Baselines in the FBC have poor definitions and measurements:
  - Often undefined
  - Owners rarely allocated
  - Unclear timescales for achievement
  - Whilst values have been allocated as targets, their genesis is less clear
- Next Key Steps:
  - Appointment into the Benefits Lead role for the project - completed
  - Develop a tracking tool initially for the specified benefits in the FBC
    - Propose and approve owners through operational leadership
    - Define metrics to be used
    - Document baselines for information to be tracked
    - Seek confirmation from Welsh Government on the approach to discharge Trust obligations
    - Report against performance

DM commented that there was a need to be careful in relation to the difference in correlation and causation in tracking areas such as agency spend as this is already decreasing year on year and, whilst there may be a correlation, the new hospital is not the cause of the outcome, it has been a long standing Welsh Government initiative to reduce temporary staffing costs. There is a need to be mindful not to mix up the two concepts unless there is robust evidence to demonstrate the improvement.

MT advised that there is a wider piece of work being undertaken on a wide range of unmonetized benefits and whilst these represent tangible and intangible value to the future care at the Trust, they do not represent an explicit obligation to Welsh Government as part of the business case investment decision.

These benefits are split across four distinct groups:

- The Trust:
  - Improvement treatments and services
  - Improved clinical outcomes
  - Sharing knowledge and best practice
  - Driving research and innovation
  - Enhanced reputation
  - Future proofed facilities
  - Modern, safe and compliant facilities
  - Lower risk of regulatory enforcement
  - Well-designed therapeutic environment
- Patients, family and carers:
  - Improved quality of care



	<ul style="list-style-type: none"> <li>○ Increased patient safety</li> <li>○ Improved patient experience</li> <li>○ Improved clinical adjacencies</li> <li>○ Access to knowledge and information about treatments</li> <li>○ Access to clinical trials</li> <li>○ Better car parking</li> <li>○ Better public transport links</li> <li>● Staff: <ul style="list-style-type: none"> <li>○ Flexible working and better work life balance</li> <li>○ Enhanced training and development</li> <li>○ RD&amp;I opportunities</li> <li>○ Improved staff morale</li> <li>○ Better car parking</li> <li>○ Better public transport links</li> </ul> </li> <li>● Wider society: <ul style="list-style-type: none"> <li>○ Economic boost to local economy</li> <li>○ Improved local public transport</li> <li>○ Inward investment to Wales</li> <li>○ Employment and training for local people</li> <li>○ Less congestion for local people</li> <li>○ Highly skilled researchers and innovators for wider NHS Wales</li> <li>○ Contribution to the wider national strategic aims</li> </ul> </li> <li>● Next key steps: <ul style="list-style-type: none"> <li>○ Review how the wider benefits are to be managed outside of the nVCC business case that do not form part of the obligation to Welsh Government</li> <li>○ Executive Leadership review of how projects and transformational change across the Trust is monitored in the future</li> <li>○ Benefits may in time be managed through a single structure (being mindful of the distinct and separate reporting of the obligations to Welsh Government)</li> </ul> </li> </ul> <p><b>**ACTION**:</b> Development of a Tracking Tool with a demonstration of the Tool and update on progress to be presented to the Sub-Committee at its meeting on 9<sup>th</sup> September 2025.</p> <p>The Sub-Committee <b>NOTED</b> the presentation for this important piece of work and the development of a Tracking Tool to monitor the nVCC Business Case Outcomes and Commitments.</p>	<p><b>MT</b></p>
<p><b>3.2</b></p>	<p><b>Communication and Engagement Update Report</b> Led by Thomas Deacon, Senior Communications Manager</p> <p>TD summarised the Communication and Engagement Update Report and, in particular, the marking of one year of construction with a series of positive communications internally with staff and externally with key stakeholders.</p>	



	<p>TD advised that the widespread complaints linked to noise levels have significantly reduced due to the work with Sacyr to improve their communication processes to help with the busier months and increased working hours.</p> <p>The Summer series of events start on 11<sup>th</sup> June 2025 at Swansea University and full calendar of events through to August 2025. There are a number of events scheduled during September and October 2025.</p> <p>Work is underway to include more metrics around the staff engagement taking place in areas such as the staff teams meetings that have been averaging around 100 attendees since inception to better reflect the feedback being received.</p> <p>SH commented that the current focus in the paper is on the public and local community however, the patient is not mentioned. There is a sense from conversations overheard in the VCC that patients do not know that there is a new cancer centre being built. There is a new TV system in the Outpatients Department and Radiotherapy Waiting Area which has some information about the nVCC however, this is a captive audience and an opportunity to make patients and relatives more aware of what the Trust is doing for them i.e. flyers, QR codes and signposting to social media, as well as engaging with local communities.</p> <p>TD advised that he and Kate Hammond have been developing a plan to raise awareness about the nVCC.</p> <p><b>**ACTION**</b>: Increase patient awareness of the new cancer centre through various methods, including Flyers, QR codes, and updates on the TV system in the current cancer centre.</p> <p>DM commented that she had recently met colleagues and patients at Prince Charles Hospital, and they did not know about the Radiotherapy Satellite Centre and what it might mean for them. Whilst there is a good Summer Programme of events, the nVCC is not a Cardiff centric initiative and, as mentioned previously, opportunities should be explored across the SE Wales region.</p> <p>The Sub-Committee <b>NOTED</b> the Communication and Engagement update.</p>	<p>NG / TD</p>
<p><b>4.0</b></p>	<p><b>PROGRAMME DELIVERY</b></p>	
<p><b>4.1</b></p>	<p><b>Interdependencies Report</b></p> <p>As AC was not in attendance to present the report, the Sub-Committee reviewed the report in relation to specific questions and / or queries which the Chair agreed to discuss with AC outside of the meeting.</p> <p>GJ referred to section 2.6 Summary of Dependencies and Associated Risks and, in particular, the summary table that only provides detail in</p>	

	<p>relation to whether the project is either Aligned; Not Aligned or No impact. Section 2.6.2 states that this section does not provide an assessment of each individual project progress, GJ queried where the detail of each project progress is being reported in order to understand whether it is on the critical path or not.</p> <p>The Chair welcomed the report as a good starting point and provides more information on the interdependencies that previously reported however, there are more questions to answer.</p> <p>DM referred to point (iii) in the table on page 6 for TrAMS and consideration of extending the dual running and advised that this appears to be contrary to a Trust Board decision made although this may be a timing issue for the publication of this report. DM explained that due slippage in the 'Go Live' dates, the Trust is planning dual running of TrAMS post opening of the nVCC in order to provide certainty that the Trust will be able to provide those drugs for its patients.</p> <p>MB recalled that the Strategic Development Committee receives a report that sets out the summary level detail of each project with an update on key issues, risks and RAG status. The Chair advised that this matter has always been a contentious issue and that this Sub-Committee should be receiving more rounded assurances for any interdependencies and not just for the building. The Chair advised that this area has been addressed and strengthened in an amendment to the Sub-Committee Terms of Reference, which is the next item on the agenda.</p> <p>DM referred to section 2.4 and the update provided relating to the Digitisation of Medical Records and queried the update which sets out the issue but does not provide assurance on how the matter will be addressed. As the Trust has had issues in the past with storage, DM was keen to get a better understanding of the implications, costings, risks and mitigations.</p> <p><b>**ACTION**</b>: The Chair to meet with AC to discuss the content of the Interdependencies Report in detail and address the questions and concerns raised by the Sub-Committee.</p> <p>The Sub-Committee <b>NOTED</b> the Interdependencies Report, the comments that have been raised, which will be reported back to the relevant individuals.</p>	HJ
<b>5.0</b>	<b>PROGRAMME GOVERNANCE</b>	
<b>5.1</b>	<p><b>Sub-Committee Terms of Reference</b></p> <p>The Chair advised that the revision to the Sub-Committee Terms of Reference to clarify and strengthen the interdependencies relating to the role of the Sub-Committee has been made.</p>	



	The Sub-Committee <b>ENDORSED</b> for Trust Board the <b>APPROVAL</b> the amendments to the Sub-Committee Terms of Reference outlined in 4.2, which form part of Schedule 3 of the Trust's Standing Orders.	
<b>6.0</b>	<b>CONSENT ITEMS</b>	
<b>6.1</b>	<b>Consent for Approval / Endorsement</b>  The Committee <b>NOTED</b> there were no items for Approval / Endorsement.	
<b>6.2</b>	<b>Consent for Information / Noting</b>  The Committee <b>NOTED</b> there were no items for Information / Noting.	
<b>7.0</b>	<b>ANY OTHER BUSINESS</b>	
	The Chair had not been notified of any prior requests for items to be considered under Any Other Business for today's meeting and did not propose to take any.	
<b>8.0</b>	<b>MEETING REFLECTIONS</b>	
	There were no additional comments or questions.	
<b>9.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting will be held on <b>Tuesday, 8<sup>th</sup> July 2025</b> at 10:00-12:00 in the Trust Headquarters with an nVCC site visit to follow	
<b>10.0</b>	<b>CLOSE</b>	
	HJ formally closed the meeting, expressing thanks for all contributions.	