

nVCC Project Scrutiny Sub-Committee
Public Session

MINUTES OF THE MEETING HELD
16th July 2025 at 13:30 – 15:30
Via Microsoft Teams

Members Present:

Hilary Jones (HJ)	Independent Member (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
Matthew Jenkins (MJ)	Welsh Government Representative
Sarah Morley (SFM)	Executive Director of OD & Workforce
Anne Carey (AC)	Chief Operating Officer
Non Gwilym (NG)	Interim Director of Corporate Governance
Kate Hannam (KH)	Divisional Director, VCS
Mark Ash (MA)	Assistant Project Director, TCS
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
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
David Powell (DP)	nVCC Project Director
Donna Mead (DM)	Trust Chair

1.0	PRELIMINARY MATTERS	ACTION
1.1	Welcome & Introductions <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i> The Chair welcomed all attendees to the meeting.	
1.2	Apologies for Absence <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i> Apologies were noted as detailed above.	
1.3	In Attendance <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i> Kate Hannam, the newly appointed Divisional Director from the Velindre Cancer Service (VCS), was welcomed to her first meeting.	



<p>1.4</p>	<p>Declarations of Interest <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Chair invited declarations of interest. No declarations were made beyond the standing declarations recorded in the Trust’s Register of Interests.</p>	
<p>2.0.0</p>	<p>STANDARD BUSINESS</p>	
<p>2.1</p>	<p>Minutes of Previous Sub-Committee Meetings held on 10th June 2025 <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Committee reviewed the minutes of the meeting held on 10th June 2025. It was noted that the reduction of the length of the minutes to be produced will be reviewed by the Chair and NG outside the meeting.</p> <p>Action: The Chair and NG to review the potential reduction in the length of the minutes produced on 10th June 2025.</p> <p>The Sub-Committee APPROVED the minutes of the meeting held on 10th June 2025 as an accurate record.</p>	<p>NG/HJ</p>
<p>2.2</p>	<p>Action Log <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Committee considered the Action Log and the following updates were noted:</p> <ul style="list-style-type: none"> • ACTIONS 167 and 176: Benchmarking is underway with specialist cancer providers across the UK, including recent discussions with the Marsden and upcoming meetings with the Clatterbridge. Initial feedback indicates that a model of 30% internal provision and 70% buy-in is considered appropriate. The Marsden advised, based on international documentation and horizon scanning for the future systemic therapies, that an on-site aseptic unit is necessary, and confirmed that the VCC current unit size and number of isolators compare well with other centres. It was further recommended that the unit be built to a fully licenced standard, which aligns with current plans. AC will document these findings, include relevant reference documents, and complete further benchmarking, and anticipates to present a full report at the September Sub-Committee meeting. <p>CJ added that the TrAMS programme is being formally asked to change its scope to align with the 70/30 split, ensuring aseptic provision across SE Wales aligns with this model.</p> <p>MT emphasised the importance of having the aseptic suite commissioned to MHRA standards, suggesting real-time OQ at rest with MHRA to remove ambiguity and ease building sign-off. AC agreed this is a sensible, future-proofing step.</p> <p>GJ queried the impact of this approach on the TrAMS business case, and AC explained that papers are being submitted to the Strategic</p>	

	<p>Development Committee (SDC) and the Trust Board regarding the TrAMS business case, highlighting that caveats have been requested from the national TrAMS team to be addressed between the Outline Business Case (OBC) and Full Business Case (FBC). AC highlighted that other providers in South East Wales have similar caveats, and a workshop was held to document these requirements, which will be included in upcoming paperwork to be presented to SDC and Trust Board. AC also confirmed she has formally communicated these governance processes and caveats to the TrAMS SROs, and many of these overlap with those from other providers.</p> <ul style="list-style-type: none"> • ACTION 183: NG confirmed that a breakdown of communications and engagement activities, including locations visited and planned over the summer, is included in the report. The Sub-Committee was asked to review the content of the Communications and Engagement Report (agenda item 3.2) to assess whether the current plan meets the requirements of the action. No further concerns were raised, and the action was agreed to be CLOSED. • ACTIONS 184, 185, 186, 187: The Sub-Committee agreed to CLOSE these actions, as the required changes are included in the current month's report. Any follow-up actions arising from the report will be added as new actions. • ACTION 188: The Sub-Committee reviewed and accepted the revised Sub-Committee meeting dates; all members were comfortable with the updated timeline and agreed to CLOSE the action. • ACTION 189: The action is not due until September 2025. Action remains open. • ACTION 190: NG stated that while the actions listed are already being undertaken, she proposed a new action: the next communications and engagement paper will include a focused deep dive on what is available specifically for patients about the new centre. <p>SH stated that from his observation, patient awareness of the new cancer centre is very low, noting that most ambulatory patients seem unaware of the project despite available information. It was suggested that enhancing existing communication channels, such as using wall space and patient information systems, to improve awareness.</p> <p>ACTION: NG to ensure that the next communications and engagement paper will include a focused section detailing a deep dive of what communications and engagement resources are available specifically for patients regarding the new cancer centre.</p> <ul style="list-style-type: none"> • ACTION 191: HJ will discuss this action with AC before the next meeting and set a target for the September meeting. • ACTION 192: As the Endorsed Sub-Committee Terms of Reference are to be presented to the Trust Board in July 2025 for approval, it was agreed this action can be CLOSED. <p>The Sub-Committee NOTED the Action Log, and the updates provided.</p>	<p>Secretariat Secretariat</p> <p>Secretariat</p> <p>NG</p> <p>NG</p> <p>Secretariat</p>
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3.0	PROJECT DELIVERY	
3.1	<p>nVCC Project Highlight Report <i>Led by Mark Trumper, nVCC SRO</i></p> <p>MT presented the nVCC Project Highlight Report and the following points were noted:</p> <ul style="list-style-type: none"> Overall Project Status: The overall project status was reported as Amber, mainly due to ongoing catch-up construction work by the contractor. <p>The construction is currently 4–5 weeks ahead of schedule on the western side of the building, but 4–5 weeks behind on the eastern side, primarily due to earlier delays with the bunker works and concrete pours in the radiotherapy area. With these works now complete, construction on the eastern side is expected to accelerate, aiming to recover the delay in the coming six weeks.</p> <ul style="list-style-type: none"> Enabling Works Delay: Enabling works are expected to experience delays due to external factors around utility issues (DNO), which have slowed progress. However, MT assured the committee this is not on the critical path, with 4–5 months of float available before it impacts the overall programme. Health and Safety: Observations remain high, incidents are relatively low and do not seem to be systemic or relate to an overall lack of health and safety by the builder. Staff Engagement: Staff engagement responses have increased to 43 for the current period (covering two-thirds of the month), up from 30 in the previous quarter, but still below the desired level. QR codes have now been fully rolled out to encourage more staff and public feedback, with expectations that response numbers will continue to rise. Community Benefits: Commentary was revised as per previous requests, and Sacyr has agreed to share the cumulative investment in locally based supply chain. Three complaints were received in May 2025; all related to extended working hours for concrete pours during hot weather; these were addressed and are now closed. <p>Clarification was sought regarding the complaints statistics, noting that the report listed 68 complaints, but only 26 were accounted for in the recent quarters, raising questions about whether the remaining complaints were still open. MT explained that the 68 complaints represent all complaints received since the start of construction, as required contractually, and confirmed that all complaints, including the most recent, are closed. It was suggested that adding clarification into the report to make it clear that the complaints are closed, to avoid any impression that there are unresolved issues.</p> <p>ACTION: MT to update the community benefits – complaints section in the report, to clearly state that all 68 complaints received since the start of construction have been resolved and closed.</p>	MT



	<ul style="list-style-type: none"> • Finance: The project remains financially on track, with no significant issues reported. QRA spend is very low: £750,000 out of an £18.7 million allocation. The team is preparing to make procurement decisions for category 2C equipment package (i.e. linear accelerators, major scanning equipment, major diagnostic kit), which will clarify the QRA and overall financial position once contracts are awarded. The financial outlook will be updated after the equipment procurement, but currently, all spending is within budget. <p>Concern was raised that the QRA graph, which shows a straight-line predicted spend, does not accurately represent the unpredictable and uneven nature of QRA expenditure, potentially making it misleading in a public document. The added value of the current graph was queried, and it was suggested that consideration of alternative ways to present the information. MT responded that QRA spend is inherently unpredictable, as it covers unforeseen costs, making it impossible to project accurately. It was explained that the straight-line is used to illustrate that the project is being managed within its original budget, but acknowledged the limitations of this approach.</p> <p>The discussion concluded with agreement to take the matter offline and explore other ways to present QRA information.</p> <p>ACTION: MT and SH to meet outside of the meeting to review and agree on the most appropriate method for presenting the QRA expenditure data in future reports.</p> <ul style="list-style-type: none"> • Plan on a Page (POAP): There are no material changes to the POAP since the last update. All key milestones remain visible, and any changes to these milestones are now subject to strict change control, requiring internal documentation and reporting to the project board for oversight of any potential slippage. <p>The Sub-Committee NOTED the nVCC Project Highlight Report for the month of May 2025 and the Project status of AMBER.</p>	MT/SH
3.2	<p>Communication and Engagement Update Report <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>NG presented the Communication and Engagement update, highlighting key activities over the reporting period. The following updates were highlighted:</p> <ul style="list-style-type: none"> • Regular community drop-in sessions continue, but no residents attended this month. The team will hold the July resident meeting but plans to review the approach in August to consider alternative engagement methods due to low attendance. • Staff Teams calls remain consistent, with around 90-100 staff participating. The team will review these over the summer. • Upcoming summer events include planned visits to Pontypridd and Bridgend. There are ongoing discussions about linking activities in the Aneurin Bevan area with the opening of the satellite radiotherapy centre. 	



	<ul style="list-style-type: none"> The team is considering sharing information with libraries, possibly organising a library tour during the winter months, and is also in talks with district general hospitals for future engagement opportunities. NG thanked everyone involved in the successful Cabinet Secretary visit, noting the positive feedback and the value of the video and social media coverage. <p>The Sub-Committee NOTED the Communication and Engagement update report.</p>	
<p>3.3</p>	<p>Feedback from the Cabinet Secretary Visit <i>Led by Carl James, Executive Director of Strategic Transformation, Planning & Digital and Mark Trumper, nVCC SRO</i></p> <ul style="list-style-type: none"> CJ provided feedback on the recent Cabinet Secretary visit, describing the structure of the visit, which included a presentation on the clinical service model including its benefits, research opportunities, and the flexibility and sustainability of the new building by various Executives, followed by a guided site tour. CJ commended the team’s efforts in preparing for the visit, particularly highlighting team member Llinos for their effective management of logistics, especially under last-minute challenges. CJ also highlighted increased government confidence in the project and emphasised the centre’s role as a catalyst for broader improvements in cancer outcomes across South East Wales. CJ also remarked on the Cabinet Secretary’s positive engagement and the importance of maintaining momentum. CJ and MT also noted that the Cabinet Secretary demonstrated genuine interest in the project, asking well-informed and relevant questions. MT further acknowledged the outstanding work of Communications Team in preparing the presentation pack, which effectively summarised the building’s design and progress. The pack was shared with the Cabinet Secretary and will be made available to committee members. MT suggested that some of the material could be used to enhance patient and staff engagement within the centre. He concluded by expressing appreciation for the collective effort of all involved in the visit. MJ echoed the positive feedback on the Cabinet Secretary visit, noting that the Cabinet Secretary was enthusiastic and showed genuine interest in the project, asking his own informed questions. MJ highlighted that the project is now on a more stable footing than ever before, with steady progress being made toward the opening date. From a government perspective, he advised the team to maintain their current momentum through to nVCC completion date of April 2027 and beyond. 	
<p>4.0</p>	<p>PROGRAMME DELIVERY</p>	
<p>4.1</p>	<p>Interdependencies Report</p> <p>AC provided a verbal update on the programme delivery and interdependencies but assured the members that a written report would be circulated by the end of the week.</p> <p>In terms of the VCS Futures Programme, the June to Early July overall position</p>	



	<p>is Amber.</p> <p>AC also gave updates on the individual projects and programmes that sit underneath VCS Futures:</p> <ul style="list-style-type: none"> • DHCR Phase 1 is now closed and therefore completed and is subject under audit to assess delivery against what was originally specified • RISP, IRS and ePMA projects are on Amber based on timescale and scope amendments but budgets are on track. • Satellite Radiotherapy Unit is now open and operational and noted that consideration is needed on how to report it as it transitions to Business as Usual. • TrAMS Project needs to be rescoped, and a formal request has been sent with the SROs. TRAMS project has reached the outline business case stage nationally, with multiple papers being reviewed by various committees. The Trust is responding as a provider and has requested a change of scope for the TRAMS project, following discussions with the TRAMS senior team since early May. AC formally requested this change, and just before the meeting, received confirmation from the SROs that Velindre's caveats have been accepted; this will be included in upcoming committee papers. • The regional AOS project is Green; The outreach project will be rescoped to align with SACT and systemic therapies. • The research bunker project is in planning stage. This is not dependent on charity funding and a business case for staffing, with equipment selection underway <p>The Sub-Committee noted the verbal update regarding the Interdependencies Report and AGREED that a copy of the report will be circulated to members for further review.</p> <p>ACTION: AC to circulate the Interdependencies Report outside of the Sub-Committee.</p>	AC
5.0	PROGRAMME GOVERNANCE	
5.1	The Sub-Committee NOTED there were no items of Programme Governance.	
6.0	CONSENT ITEMS	
6.1	<p>Consent for Approval / Endorsement</p> <p>The Sub-Committee NOTED there were no items for Approval / Endorsement.</p>	
6.2	<p>Consent for Information / Noting</p> <p>The Sub-Committee NOTED there were no items for Information / Noting.</p>	
7.0	ANY OTHER BUSINESS	
	CJ informed the Sub-Committee that, following collaborative efforts with the South East Wales region and as part of the government's investment in enhancing cancer care, an agreement has been reached to locate the fourth PET CT scanner at the new Velindre Cancer Centre, subject to certain	

	<p>conditions. CJ mentioned that they will be meeting with the Welsh Government capital team to discuss the scoping document and formally initiate the project.</p> <p>The Joint Commissioning Committee (JCC) welcomed the regional consensus on the PET CT scanner location and, as a result, stood down the expression of interest process, allowing the project to move forward.</p> <p>CJ also noted that the project is now transitioning into the planning to business case stage. Highlight reports will be provided to the committee as progress is made.</p>	
8.0	MEETING REFLECTIONS	
	<p>CJ highlighted to the Sub-Committee that the recent improvements in reporting, supported by the feedback of Sub-Committee members, has strengthened the Sub-Committee's ability to provide evidence-based assurance rather than just reassurance, reflecting a shift towards more robust oversight. It was noted that the nVCC Project is currently progressing well, with some challenges ahead, and that government sentiment towards the programmes and projects is generally positive.</p> <p>MT noted there was nothing to alert or escalate, but raised the issue of increasingly lengthy minutes, suggesting that with technological advances like AI and meeting management tools, organisations are moving towards providing full transcripts instead of traditional minutes. He proposed that making transcripts available could allow minutes to focus on key decisions and action logs, reflecting a shift in how meeting records might be managed in the future.</p> <p>The following feedback regarding the approach to meeting minutes were noted:</p> <ul style="list-style-type: none"> • HJ reflected that this is a strategic decision for the Trust Board to make going forward for every committee/sub-committee to adapt. • NG expressed that, the Governance and Assurance Risk (GAR) Group, established by the Trust Board, is actively discussing consistent approaches to using AI for minuting and action logs, considering various options for future meeting records. • NG also suggested that video recordings could be included as part of the official record. However, decisions on this matter rest with the governance assurance group. • SH reflected on the historical use of written minutes as the best available method for recording meetings, given past technological limitations. He acknowledged that advancements now make it feasible to use video recordings as the primary record, and he expressed support for NG's view that, for posterity, retaining video recordings is preferable to transcripts. SH also suggested that AI tools could be used to generate concise written summaries of key points and decisions, maintaining the value of a brief written record alongside video. He emphasised his strong advocacy for preserving video recordings for future research and reference. • HJ expressed that keeping recordings long-term is an issue. • GJ reflected that this is a live issue being considered by the GAR group and that the need to have a consistent approach across the Trust and 	



	<p>its various committees.</p> <ul style="list-style-type: none"> GJ emphasised the importance of making meeting records accessible and convenient for the public, noting that minutes have traditionally served this purpose. He stated that the Governance Assurance and Risk Group will develop recommendations on this matter for adoption by the Trust. <p>GJ also welcomed the reduced volume of meeting papers, noting that this meeting had 33 pages, with 15 being previous minutes, compared to previous meetings with 70 to 100 pages.</p> <p>However, concern was expressed about potentially missing important issues due to the reduction and requested assurance that all necessary topics are still being covered in the scrutiny meeting, while appreciating the more concise documentation. CJ responded by suggesting a collective review to identify any gaps in meeting coverage, inviting GJ and others to share their perspectives. He proposed that he, GJ, HJ, and MT meet to ensure the committee receives the right information to focus on priority assurance areas, rather than covering everything. CJ expressed that much meeting time is spent on minutes and action logs, sometimes at the expense of substantive topics, and recommended revisiting this approach in September.</p> <p>ACTION: GJ, CJ, and MT to meet and discuss any potential gaps in information from the Highlight Report, and ensure the committee focuses on priority assurance areas.</p>	<p>GJ, CJ, and MT</p>
<p>9.0</p>	<p>DATE & TIME OF NEXT MEETING</p>	
	<p>It was agreed to stand down the scheduled Sub-Committee meeting on Thursday, 21st August 2025 due to annual leave commitments.</p> <p>The next meeting will take place on Thursday, 18th September 2025 at 10:00-12:00 in the nVCC Project Offices followed by a site visit.</p>	
<p>10.0</p>	<p>CLOSE</p>	
	<p>HJ formally closed the meeting, expressing thanks for all contributions.</p>	