

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

**MINUTES OF THE MEETING HELD**  
**18<sup>th</sup> September 2025 at 10:00-11:00**  
**Velindre University NHS Trust Headquarters / via Microsoft Teams**

**Members Present:**

Hilary Jones (HJ)	Independent Member (Chair)
Gareth Jones (GJ)	Independent Member
Sara Moseley	Trust Chair

**In attendance:**

Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital / Deputy CEO
Anne Carey (AC)	Chief Operating Officer
Lauren Fear (LF)	Director of Place, Portfolio and Partnerships
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Non Gwilym (NG)	Interim Director of Corporate Governance
Kate Hannam (KH)	Divisional Director, VCS
David Powell (DP)	nVCC Project Director
Matthew Jenkins (MJ)	Welsh Government Representative
Christine Sion (CS)	Business Support Officer / Secretariat

**Apologies**

David Donegan (DD)	Chief Executive
Mark Trumper (MT)	Senior Responsible Owner
Dr Jacinta Abraham (JA)	Executive Medical Director
Matthew Bunce (MB)	Executive Director of Finance
Sarah Morley (SFM)	Executive Director of OD & Workforce

1.0	PRELIMINARY MATTERS	ACTION
1.1	<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.	
1.2	<b>Apologies for Absence</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  Apologies were noted as detailed above.	
1.3	<b>In Attendance</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i>  It was noted that this was Sara Moseley's first time attending the Sub-Committee.	



	David Powell was also present to introduce agenda item 3.1 nVCC Project Highlight Report.	
<b>1.4</b>	<p><b>Declarations of Interest</b> <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>	
<b>2.0.</b>	<b>STANDARD BUSINESS</b>	
<b>2.1</b>	<p><b>Minutes of Previous Sub-Committee Meetings held on 16<sup>th</sup> July 2025</b> <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Committee considered the minutes of the meeting held on 16<sup>th</sup> July 2025.</p> <p>The Sub-Committee <b>APPROVED</b> the minutes of the meeting held on 16<sup>th</sup> July 2025 as an accurate record.</p>	
<b>2.2</b>	<p><b>Action Log</b> <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"> <li>• <b>Action 167</b>– As the benchmarking report contains information from other cancer centres, this action will be addressed in the private section of the meeting. The committee agreed to close the action from the Public Meeting, and it will be transferred to the Private Action Log for further consideration.</li> <li>• <b>Action 176</b> – Action to be carried forward to the Sub-committee's Private Meeting.</li> </ul> <p><b>**ACTION:</b> Action 167 and 176 to be transferred over to Private Action Log.</p> <ul style="list-style-type: none"> <li>• <b>Action 189:</b> It was confirmed that the Benefits Realisation update will be presented at the Private session of the meeting.</li> <li>• <b>Action 191:</b> The Chair noted that AC has a different version of the report to present to the Sub-Committee (i.e. VCS Futures Assurance Report). The committee agreed to close the action, with a plan to review the VCS Futures Assurance report to ensure clarity and alignment with the expectations from the Interdependencies Report.</li> </ul> <p>It was noted that the second page of the Action Log was cut off and not exported correctly. An action will be recorded to address this.</p> <p>The Sub-Committee <b>DID NOT APPROVE</b> the Action Log. It was <b>AGREED</b> that the September 2025 Action Log will be circulated outside the committee meeting for approval.</p>	<p><b>AC</b></p> <p><b>AC</b></p> <p><b>Secretariat</b></p> <p><b>MT/DP</b></p> <p><b>Chair/AC</b></p> <p><b>Secretariat</b></p>

	<p><b>**ACTION:</b> Secretariat/NG to ensure that the Sub-Committee Members receives the updated action log outside committee for approval</p>	<b>Secretariat</b>
<b>3.0</b>	<b>PROJECT DELIVERY</b>	
<b>3.1</b>	<p><b>nVCC Project Highlight Report</b>  <i>Led by David Powell, nVCC Project Director</i></p> <p>DP presented the nVCC Project Highlight Report and the following were the key points raised in discussion:</p> <ol style="list-style-type: none"> <li>i. The committee noted that the risk section in the cover paper referenced an outdated appendix (November 2024) and requested an update to reflect the July 2024 version.</li> <li>ii. Site tours have been reintroduced and are well-subscribed, aligning with visible construction progress.</li> <li>iii. The potential to capture qualitative feedback from site visits, even without survey responses, was discussed. Feedback is being collected across engagement activities using consistent questions, though current KPIs may not fully reflect this.</li> <li>iv. Broader external recognition was highlighted as important, with emphasis on connecting the project to wider opportunities.</li> <li>v. The importance of water infrastructure and safety was emphasised, noting that external experts from Shared Services are involved to provide assurance beyond internal oversight.</li> <li>vi. Work is ongoing to define smart hospital standards and assess capacity. The Sub-Committee was informed of a meeting with the New Hospital Programme Executive Team regarding digitally enabled hospitals. Specifications and requirements are expected to be shared with the Sub-Committee once received.</li> </ol> <p><b>**ACTION:</b> MJ agreed to forward on the detailed specifications and requirements for digitally enabled hospitals from the New Hospital Programme Executive Team and share them with the Sub-committee once received.</p> <p>The Sub-Committee <b>NOTED</b> the nVCC Project Highlight Report for the month of July 2025 and the Project status of <b>AMBER</b>.</p>	<b>CJ</b>
<b>3.2</b>	<p><b>Communication and Engagement Update Report</b>  <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.</p> <p><b>Key Points Raised in Discussion:</b></p> <ol style="list-style-type: none"> <li>i. The committee asked for assurance that site-related complaints (noise, hours) are being addressed promptly and respectfully by Sacyr; the team confirmed strong collaboration with Sacyr and real-time issue management.</li> <li>ii. The committee discussed the challenge of managing negative feedback on social media.</li> </ol>	



	<p>iii. The possibility of offering site tours to the public groups was discussed. While current tours are limited to staff due to construction restrictions, the value of future community engagement was acknowledged.</p> <p>iv. A commitment was made to continue reviewing the communications strategy to ensure it remains effective and appropriate.</p> <p>The Sub-Committee <b>NOTED</b> the Communication and Engagement update report.</p>	
<p><b>3.3</b></p>	<p><b>nVCC Project Scrutiny Sub-Committee Annual Report</b> <i>Led by Non Gwilym, Director of Corporate Governance (Interim)</i></p> <p>NG presented the Sub-Committee Annual Report. NG highlighted that the report provides a summary of the Sub-Committee’s activities and is also incorporated into the Trust’s Annual Report.</p> <p>The Committee expressed concerns regarding the clarity and scope of its Terms of Reference, particularly in relation to a clause permitting the undertaking of any scrutiny activity associated with the nVCC project as directed by the Trust Board. Members questioned whether this wording was sufficiently precise and suggested it may require revision. Additionally, ambiguity was noted around the term “constituent projects,” which may be a legacy from the Committee’s previous role as the TCS Scrutiny Committee. The Chair, HJ, acknowledged these points and proposed a broader review of the Terms of Reference to ensure clarity around the Committee’s remit, reporting responsibilities, and the nature of reports it is expected to receive. Notwithstanding these concerns, the Committee approved the Annual Report, subject to a future review of the Terms of Reference (date unconfirmed).</p> <p><b>**ACTION:</b> NG, CJ and HJ to consider proposal for Committee’s Terms of Reference.</p> <p>The Sub-committee <b>APPROVED</b> the nVCC Project Scrutiny Sub-Committee Annual Report, subject to a future review of the Terms of Reference.</p>	<p><b>NG/CJ/HJ</b></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>AC presented the Velindre Futures Report, which had previously been reviewed by the Strategic Development Committee.</p> <p><b>Key Points Raised in Discussion:</b></p> <p>i. The Committee raised concerns about the Outreach Project, which continues to show limited progress despite its long-standing status. It was noted that items marked as “in development” require more detailed narrative and assurance, particularly those critical to the nVCC project’s operational readiness. The current tabular format of</p>	



	<p>the report was considered insufficient for conveying clarity or confidence, and a more proactive reporting approach was recommended to prevent emerging issues from becoming risks.</p> <p>ii. The need for clearer assurance around critical interdependencies—especially those essential for day-one readiness in April 2027—was emphasised. The Committee highlighted its role in providing assurance to the Strategic Development Committee and the Board, in this regard.</p> <p>iii. It was clarified that Outreach and workforce transformation are actively managed and under review, with no current risks flagged to the nVCC opening. The team welcomed guidance on the level of detail required and acknowledged that future reporting may need to better articulate progress and dependencies.</p> <p>iv. Four key areas for improving clarity and assurance were identified:</p> <ul style="list-style-type: none"> <li>- Establishing a unified view of programme goals.</li> <li>- Defining scope boundaries.</li> <li>- Identifying key dependencies and the level of detail needed for assurance.</li> <li>- Determining the most appropriate committee for oversight.</li> </ul> <p>v. A review of governance and reporting structures was proposed to ensure all interdependencies—particularly workforce transformation—are properly tracked and reported. A more integrated presentation of this information was recommended.</p> <p>vi. The group agreed to continue the discussion offline to clarify expectations for future interdependencies reporting and ensure the Committee receives the assurance it requires.</p> <p><b>**ACTION:</b> NG, AC, CJ, HJ, and GJ to meet offline to clarify expectations for future interdependencies reporting and ensure the Committee receives appropriate assurance.</p> <p>The Sub-Committee <b>NOTED</b> the VCS Futures Assurance Report, with the understanding that further discussion will be taken offline to clarify expectations for future interdependencies reporting.</p>	<p><b>NG, AC, CJ, HJ, and GJ</b></p>
<p><b>5.0</b></p>	<p><b>CONSENT ITEMS</b></p>	
<p><b>5.1</b></p>	<p><b>Consent for Approval / Endorsement.</b></p>	
<p><b>5.1.1</b></p>	<p><b>nVCC Project Scrutiny Sub-Committee Terms of Reference Update</b></p> <p>The Committee <b>DID NOT</b> endorse the proposed amendments to the terms of reference for approval, choosing to conduct a more thorough review before resubmission.</p>	
<p><b>5.2</b></p>	<p><b>Consent for Information / Noting</b></p> <p>The Sub-Committee <b>NOTED</b> there were no items for Information / Noting.</p>	
<p><b>6.0</b></p>	<p><b>ANY OTHER BUSINESS</b></p>	



	There was no other business raised.	
<b>7.0</b>	<b>MEETING REFLECTIONS</b>	
	The meeting reflections were discussed at the Private Session of the meeting.	
<b>8.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting will take place on <b>Tuesday, 21<sup>st</sup> October 2025</b> at 10:00-12:00 in the Trust Headquarters, 2 Charnwood Court, Parc Nantgarw, Cardiff, CF15 7QZ.	
<b>9.0</b>	<b>CLOSE</b>	
	HJ formally closed the meeting, expressing thanks for all contributions.	

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