

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

**MINUTES OF THE MEETING HELD**  
**21<sup>st</sup> October 2025 at 10:00-11:20**  
**via Microsoft Teams**

**Members Present:**

Hilary Jones (HJ)	Independent Member (Chair)
Gareth Jones (GJ)	Independent Member

**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
Matthew Jenkins (MJ)	Welsh Government Representative
Mark Trumper (MT)	Senior Responsible Owner
Matthew Bunce (MB)	Executive Director of Finance
Sarah Jenkins (SJ)	Interim Executive Director of People and OD
Sarah Morley (SFM)	Executive Director of OD & Workforce
Christine Sion (CS)	Business Support Officer / Secretariat

**Apologies**

Sara Moseley (SM)	Trust Chair
John Union	Independent Member (Finance)
David Donegan (DD)	Chief Executive Officer
Dr Jacinta Abraham (JA)	Executive Medical Director

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>  The Chair welcomed Sarah Jenkins to her first Sub-Committee meeting in her role as Interim Executive Director of People and Organisational Development.	

<p><b>1.4</b></p>	<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>	
<p><b>2.0. STANDARD BUSINESS</b></p>		
<p><b>2.1</b></p>	<p><b>Minutes of Previous Sub-Committee Meetings held on 18<sup>th</sup> September 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 18<sup>th</sup> September 2025.</p> <p>Two amendments were noted:</p> <ul style="list-style-type: none"> <li>• Under agenda item 2.2, the wording should be corrected to “action to be carried forward” instead of “caried forward”.</li> <li>• Under agenda item 3.1, the reference should be updated to “reflect the July 2025 version” rather than the 2024 version.</li> </ul> <p>The Sub-Committee <b>APPROVED</b> the minutes of the meeting held on 18<sup>th</sup> September 2025 as an accurate record, subject to the amendments</p>	<p><b>Secretariat</b>  <b>Secretariat</b></p>
<p><b>2.2</b></p>	<p><b>Matters Arising from the Minutes of the Meeting 18<sup>th</sup> September 2025</b></p> <p>The following points were noted:</p> <ol style="list-style-type: none"> <li>i. Complaints regarding on-street parking were raised following changes affecting construction staff access at Velindre Hospital. It was confirmed that there had been no change in policy: contractors have never been permitted to park on the Whitchurch site. Enforcement action was taken, and 50 on-site spaces were introduced under a permit scheme. Contractors remain contractually required to use off-site parking.</li> <li>ii. CJ acknowledged recent complaints about noise and disruption, confirmed the impact on the local community, and noted that the new Chair will meet with community representatives. He emphasised that the number of complaints is low, most noisy construction is nearing completion, and ongoing concerns will be managed through established channels.</li> <li>iii. MT confirmed that noise levels remain within planning consent limits, with acoustic monitoring reported monthly. The current phase, involving concreting, is the noisiest and expected to subside within four weeks. He acknowledged the disruption, apologised to residents, and reiterated efforts to complete the phase promptly.</li> <li>iv. Sacyr continues to engage with immediate stakeholders and respond to issues as they arise. Communications are directed to local stakeholders and councillors to ensure accurate messaging, including responses to media reports published without prior comment or correction</li> </ol>	

<p><b>2.3</b></p>	<p><b>Action Log</b>  <i>Led by Hilary Jones, Sub-Committee Chair and Independent Member</i></p> <p>The Sub-Committee considered the Action Log and the following updates were noted:</p> <ul style="list-style-type: none"> <li>- <b>Action 194:</b> It was agreed that this action can be <b>CLOSED</b>.</li> <li>- <b>Action 195:</b> Following the discussions below, the sub-committee concluded that this action can be <b>CLOSED</b>.             <ul style="list-style-type: none"> <li>o The committee discussed Action 195 which is regarding the presentation of QRA expenditure. MT clarified that the low QRA spend is a result of effective project management and that contingency expenditure cannot be predicted, making alternative graphical representations impractical. MB supported this view, stating the current presentation is clear and sufficient from a finance perspective. With these assurances, the sub-committee agreed to close the action.</li> </ul> </li> <li>- <b>Action 196:</b> It was agreed that this action can be <b>CLOSED</b></li> <li>- <b>Action 197:</b> It was clarified that the action was to circulate the interdependencies report to the sub-committee, which has happened. Therefore, this action can be <b>CLOSED</b>.</li> <li>- <b>Action 198:</b> <b>CLOSED</b></li> <li>- <b>Action 199:</b> It was agreed that this action can be <b>CLOSED</b> as the documents were received albeit via an alternative route.</li> <li>- <b>Action 200:</b> Action to remain <b>OPEN</b> as the deadline for the action is on the November 2025 meeting.</li> <li>- <b>Action 201:</b> It was clarified that this action will remain <b>OPEN</b>, as the meeting that has happened did not involve GJ. The Committee Secretariat is ensuring that a meeting will take place with the right key people as soon as possible.</li> </ul> <p>The Sub-Committee <b>APPROVED</b> the Action Log and noted the updates provided.</p>	<p><b>Secretariat</b> <b>Secretariat</b></p> <p><b>Secretariat</b> <b>Secretariat</b></p> <p><b>Secretariat</b> <b>Secretariat</b></p> <p><b>NG</b></p> <p><b>AC/</b> <b>Secretariat</b></p>
<p><b>3.0</b></p>	<p><b>PROJECT DELIVERY</b></p>	
<p><b>3.1</b></p>	<p><b>nVCC Project Highlight Report</b>  <i>Led by Mark Trumper, nVCC Project SRO</i></p> <p>MT presented the nVCC Project Highlight Report and the following were the key points raised in discussion:</p> <ul style="list-style-type: none"> <li>i. Plans to pause construction activities over the Christmas period were raised, given their importance to the local community. MT will seek clarification and update the Sub-Committee accordingly.</li> </ul> <p><b>**ACTION:</b> MT to confirm plans for pausing construction activities during the Christmas period.</p> <ul style="list-style-type: none"> <li>ii. The Sub-Committee queried whether contracts had been entered into for the committed spend of £21.48 million and if additional</li> </ul>	<p><b>MT</b></p>



	<p>governance beyond the scrutiny sub-committee was required. MT confirmed that contracts had been signed and clarified that further governance was unnecessary, as the spend fell within the delegated authority that was delegated to the project board at original setup of the capital scheme. MB explained that scheme of delegation for this major capital scheme was approved by the board, enabling the CEO to authorise contracts within the agreed business case budget. MB assured the Sub-Committee that all contracts were within this budget, and any changes outside it would be brought back to the board for approval. The Sub-Committee was satisfied with these explanations.</p> <p>iii. Challenges in viewing the nVCC Project Milestone Report was discussed, as expanding the document made it difficult to track information across columns. MT suggested providing the report as a separate or embedded PDF to improve usability while maintaining necessary detail for transparency. NG agreed to address this issue with MT, aiming to enhance the document's accessibility for sub-committee members.</p> <p><b>**ACTION:</b> MT to work with NG to improve the accessibility of the nVCC Project Milestone Report, exploring options such as providing it as a separate PDF for easier viewing by Sub-Committee members.</p> <p>iv. CJ highlighted recent positive engagement with government, noting that the health strategy board meeting went well and the project team was able to return £6 million of quantified risk assessment funds, which was well received. He reported that in the IQPD meetings the project showed progress is on track and within budget, with major risks now either resolved or well understood, though some risks remain. Overall, he described the last four weeks of government engagement as very positive.</p> <p>The Sub-Committee <b>NOTED</b> the nVCC Project Highlight Report for the month of August 2025 and the Project status of <b>AMBER</b>.</p>	<p><b>MT</b></p>
<p><b>3.2</b></p>	<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>The following were the key points raised in discussion: .</p> <ul style="list-style-type: none"> <li>i. The sub-committee responded positively to the update that over 200 staff attended the nVCC site tours.</li> <li>ii. A theme in the issues being raised by staff during site visits was queried, and it was explained that staff are increasingly focused on what the project means for their individual teams and that communications are being tailored accordingly.</li> <li>iii. Concerns were raised about low attendance at community drop-in sessions, questioning whether this was due to lack of interest or</li> </ul>	

	<p>insufficient publicity. It was clarified that, although more promotion could be considered, residents are generally aware of the sessions. MT observed that people attend when they have specific concerns, indicating that awareness is not the main issue. The discussion also noted that alternative communication channels are being used, and that previous sessions were sometimes dominated by a few individuals, which may have discouraged wider participation. Overall, low attendance is believed to reflect effective alternative communications and a current lack of pressing concerns among residents, rather than a lack of awareness.</p> <p>The Sub-Committee <b>NOTED</b> the Communication and Engagement update report.</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 Cancer Service Futures AAA Report, with support from SFM, SJ, and CJ. The following were the key points raised in discussion:</p> <ul style="list-style-type: none"> <li>i. SFM explained that Workforce and organisational development (OD) support for change is embedded in change programmes, with a consolidated work programme and improved service engagement in the overseeing group. This group will coordinate all related activities, align workforce and OD with clinical and scientific strategies, avoid duplication, and is set to finalise the full work programme in the coming month</li> <li>ii. SJ highlighted the importance of focusing on behaviour change to positively impact organisational culture, stressing that both change initiatives and business as usual must be addressed together. She plans to work with leadership to set the right cultural tone, develop an action plan, and establish a cultural baseline using staff feedback and data, ensuring the approach is tailored and co-created with staff for successful transition.</li> <li>iii. Further detail was requested on the Workforce and OD section, specifically regarding milestones and assurance of ongoing progress prior to the final completion date of December 2026. It was confirmed that a cultural baseline will be established, with a co-created action plan and regular progress updates to be provided to the Committee.</li> <li>iv. Further detail was sought on the restructuring of the TrAMS programme due to changes in the technical model and its impact on delivery. AC advised that recent meetings have taken place with Cardiff and Vale to support their clinical trials requirements, aligning with ongoing discussions about the TrAMS programme. The team is working to progress from Outline Business Case (OBC) to Full Business Case (FBC) under a tight timeline, aiming for sign-off by December 2025 and agreement on the clinical trials model by November 2025. Further detail is being developed for the</li> </ul>	



	<p>commissioning plan, as it is likely that a room will need to be fully licensed, with work on these specifics currently underway.</p> <p>v. Further details on the update on progress with the outreach programme was requested and the implications of capacity constraints within health boards. AC outlined that three approaches are being pursued: pharmacy delivery, transition to home delivery, and outreach at various locations. Efforts are focused on enhancing outreach in collaboration with partners. Discussions have taken place at a recent meeting, with further meetings scheduled with health boards to explore flexibility for outreach locations. Health boards face significant pressure from Welsh Government regarding planned care, making space limited, but outreach remains on their agenda. Interim plans are in place to maximise use of existing facilities</p> <p>vi. Clarity was sought on when and how the overall delivery confidence rating (Amber) could move to Green. AC noted that changes to national programmes are impacting the rating and agreed to discuss the matter further offline to clarify the pathway to Green.</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>	
<b>5.0</b>	<b>CONSENT ITEMS</b>	
<b>5.1</b>	<b>Consent for Approval / Endorsement.</b>	
<b>5.1.1</b>	The Sub-Committee <b>NOTED</b> there were no items for Approval / Endorsement.	
<b>5.2</b>	<b>Consent for Information / Noting</b>	
	The Sub-Committee <b>NOTED</b> there were no items for Information / Noting.	
<b>6.0</b>	<b>ANY OTHER BUSINESS</b>	
	There was no other business raised.	
<b>7.0</b>	<b>MEETING REFLECTIONS</b>	
	<p>The committee chair asked for meeting reflections and there were no further reflections raised.</p> <p>The Chair expressed thank you to Sarah Morley for all of her contributions to the Scrutiny Sub-Committee .</p> <p>The Chair expressed gratitude to Sarah Morley on behalf of the committee for her dedicated years of support and contributions, acknowledging this meeting as her final one before retirement. SFM confirmed her retirement and conveyed her appreciation to the committee.</p>	
<b>8.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting will take place on <b>Thursday, 20<sup>th</sup> November 2025</b> at 10:00-12:00 via Microsoft Teams online.	
<b>9.0</b>	<b>CLOSE</b>	
	HJ formally closed the meeting, expressing thanks for all contributions.	