

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

**MINUTES OF THE MEETING HELD
24th February 2026 at 10:00-11:15
via Microsoft Teams**

Members Present:

Hilary Jones (HJ)	Independent Member (Chair)
Gareth Jones (GJ)	Independent Member
Carl James (CJ)	Chief Executive Officer (Interim)

In attendance:

Anne Carey (AC)	Chief Operating Officer
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
Gavin Bryce (GB)	Associate Director of Portfolio
Tessa Harper-Hughes	Secretariat

Apologies:

Sara Moseley	Trust Chair
John Union	Independent Member
Jacinta Abraham	Executive Medical Director
Nicola Williams	Director of Nursing, AHP's & Healthcare Scientist
Carl Taylor	Chief Digital Officer
Lauren Fear	Director of Place, Portfolio and Partnerships

1.0	PRELIMINARY MATTERS	
1.1	Welcome & Introductions <i>Hilary Jones, Committee Chair and Independent Member</i> The Chair welcomed all attendees to the meeting.	
1.2	Apologies for Absence <i>Hilary Jones, Committee Chair and Independent Member</i> Apologies were noted as detailed above.	
1.3	In Attendance <i>Hilary Jones, Committee Chair and Independent Member</i> • Gavin Bryce – Associate Director of Portfolio for Lauren Fear	

1.4	<p>Declarations of Interest <i>Hilary Jones, 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>	
2.0	<p>STANDARD BUSINESS</p>	
2.1	<p>Minutes of the Sub-Committee Meeting held on 22nd January 2026 <i>Hilary Jones, Committee Chair and Independent Member</i></p> <ul style="list-style-type: none"> • Action 200: clarification that the reference related to nVCC Project Scrutiny Sub-Committee Terms of Reference, not the refined scope of the project. • Clarification of action ownership where individuals were incorrectly attributed. • Amendment to risk wording to ensure clarity around contractor contingency and maintenance of quality through technically competent Trust teams. • Correction to the “date and time of next meeting”, as agreement to meet at Velindre HQ had not been explicitly made. <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • APPROVED the minutes of the meeting held on 22nd January 2026 as an accurate record of the meeting. 	
2.2	<p>Action Log <i>Hilary Jones, Committee Chair and Independent Member</i></p> <p>The Sub-Committee discussed outstanding actions, noting that several were due to be addressed later in the agenda.</p> <p>Actions 200, 207 & 208 – all proposed to close, however further discussion not actioned at end of the meeting as planned</p> <p>Action 209 (Community Engagement): There was discussion regarding the ongoing nature of engagement activity. It was agreed that clarity would be provided on the action’s intent, with the expectation that it may be closed once appropriately reframed as ongoing business rather than a discrete action.</p> <p>The Committee agreed to return to the action log at the end of the meeting to confirm closures where appropriate.</p> <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • APPROVED the Action Log and noted the updates provided 	

3.0	PROJECT DELIVERY	
3.1	<p>nVCC Project Highlight Report <i>Led by Mark Trumper, nVCC SRO</i></p> <p>MT presented the Project Highlight Report. Key points noted:</p> <ul style="list-style-type: none"> • Overall project status remains Amber, reflecting the scale and complexity of activity rather than deterioration in performance. • Version 3 of the contractor programme was awaited and would enable refreshed assessment of deliverability. • Health and Safety incidents have increased in absolute terms, reflecting higher workforce numbers on site rather than reduced safety performance. • Financial position remains within agreed envelopes, with limited drawdown of Quantified Risk Allowance. • Delays in some elements (e.g. aseptic suite) were confirmed as non-critical to overall completion dates. <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • NOTED the nVCC Project Highlight Report for the month of December 2025 and the Project status of AMBER. 	
3.2	<p>Communication and Engagement Update Report <i>Led by Non Gwilym, Director of Corporate Governance (Interim)</i></p> <p>NG presented the Communication and Engagement update, highlighting:</p> <ul style="list-style-type: none"> • Continued strong engagement activity and social value delivery. • Ongoing work on a CGI virtual tour, with a deadline to be confirmed. • Future communications activity will increasingly support transition and readiness messaging. <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • NOTED the Communication and Engagement update report. 	
4.0	PROGRAMME DELIVERY	
4.1	<p>Interdependencies Report (VCS Futures AAA Report) <i>Led by Kate Hannam, Divisional Director, VCS</i></p> <p>AC introduced the report and outlined proposals to move away from the current reporting format towards a more integrated milestone-based approach, aligned with the emerging Readiness governance arrangements.</p> <p>Key points noted:</p> <ul style="list-style-type: none"> • Future reporting will incorporate risk and issue logs through the new Part B Project Board. • Support from Gardner & Theobald has been commissioned to 	

	<p>assist in aligning existing documentation into a coherent master milestone plan.</p> <ul style="list-style-type: none"> • The Committee emphasised the need for a holistic view of readiness, extending beyond discrete projects to all elements required to safely open the new Cancer Centre. <p>The Committee was advised that a more complete and integrated view would be presented at the March meeting, with further refinement expected by April.</p> <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • NOTED the VCS Futures AAA Report 	
<p>4.2</p>	<p>nVCC Project Readiness Reporting Arrangements <i>Led by Gavin Bryce, Associate Director of Portfolio</i></p> <p>GB presented the proposed Readiness Board arrangements and draft Terms of Reference.</p> <p>Key points:</p> <ul style="list-style-type: none"> • The Readiness Board will operate from now until March 2028. • Initial milestone plans are under development and will be iteratively refined. • Interdependencies between construction milestones and readiness activities will be mapped using a Tier 1 milestone methodology, consistent with the construction programme approach. <p>Members welcomed the approach and emphasised the importance of:</p> <ul style="list-style-type: none"> • Clear scope definition • Visibility of interdependencies • Avoidance of gaps between “business as usual” and readiness accountability <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • NOTED the nVCC Project Readiness Report 	
<p>4.3</p>	<p>Pharmacy Service Update <i>Led by Kate Hannam, Divisional Director, VCS</i></p> <p>A comprehensive update on pharmacy readiness was presented.</p> <p>Key discussion points:</p> <ul style="list-style-type: none"> • Confirmation that pharmacy arrangements address previous actions in the log. • Workforce challenges were acknowledged, including recruitment of pharmacists and technicians, with mitigations described through workforce planning, training pipelines and attraction via specialist roles and research activity. • Digital dependencies (including EPMA) are overseen through the Digital Programme Board. • The Committee stressed the reputational and operational risk of 	

	<p>inadequate staffing at opening, noting this must be visible within readiness assurance.</p> <p>It was agreed that clinical commissioning and readiness milestones would be the appropriate mechanism to assure pharmacy readiness for Day 1 operations at nVCC.</p> <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • NOTED the Pharmacy Service Update 	
5.0	PROJECT GOVERNANCE	
5.1	<p>nVCC Project Scrutiny Sub-Committee Terms of Reference <i>Led by Non Gwilym, Director of Corporate Governance (Interim)</i></p> <p>Revised Terms of Reference for the Sub-Committee were presented. Members raised points regarding:</p> <ul style="list-style-type: none"> • Clarity of scope and definition of “project” • Wording relating to direction from the Senior Responsible Owner • Breadth of reference to external political environment <p>It was agreed that:</p> <ul style="list-style-type: none"> • Amendments would be incorporated • A revised version would be recirculated for final endorsement, ahead of submission to Trust Board in March <p>The Sub-Committee:</p> <ul style="list-style-type: none"> • ENDORSED nVCC Project Scrutiny Sub-Committee TOR 	
6.0	CONSENT ITEMS	
6.1	CONSENT FOR APPROVAL / ENDORSEMENT	
	The Sub-Committee NOTED there were no items for Approval / Endorsement.	
6.2	CONSENT FOR INFORMATION / NOTING	
	The Sub-Committee NOTED there were no items for Information / Noting	
7.0	ANY OTHER BUSINESS	
	<p><i>Led by Hilary Jones, Committee Chair and Independent Member</i></p> <p>There was no other business raised</p>	
8.0	DATE & TIME OF NEXT MEETING	
	<p>The next meeting will be held on Thursday, 19th March 2026 at 10:00-12:00 in the Trust Headquarters, 2 Charnwood Court, Parc Nantgarw, Cardiff, CF15 7QZ</p> <p>It was discussed to hold the next meeting at VCC but meeting room refurbishments during March have delayed this until the April meeting.</p>	

10.0	CLOSE	
	The Sub-Committee Chair formally closed the meeting, expressing thanks for all contributions.	

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