

Transforming Cancer Services (TCS)
Programme Scrutiny Sub-Committee
Public Session

MINUTES OF THE MEETING HELD
20th February 2025 at 13:30-14:30
via Teams

Members Present:

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

In attendance:

Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Interim Director of Transformation
Anne Carey (AC)	Interim Chief Operating Officer
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Sarah Morley (SM)	Executive Director of OD & Workforce
Matthew Bunce (MB)	Executive Director of Finance
Martin Smith (MS)	Senior Responsible Officer
Mark Ash (MA)	Assistant Project Director, TCS
Matthew Jenkins (MJ)	Welsh Government Representative
Non Gwilym (NG)	Acting Director of Corporate Governance
Andrew Westwell (AW)	Independent Member
David Powell (DP)	nVCC Project Director
Gavin Bryce (GB)	TCS Associate Director of Programme
Kay Barrow	Corporate Governance Manager
Christine Sion	Secretariat / Business Support Officer

Apologies

David Donegan (DD)	Chief Executive
Dr Jacinta Abraham (JA)	Executive Medical Director
Rachel Hennessy (RH)	Interim Director, Velindre Cancer Service

1.0	STANDARD BUSINESS	ACTION
1.1	Welcome & Introductions <i>Led by Hilary Jones, Interim Chair, and Independent Member</i> HJ welcomed attendees to the meeting.	
1.2	Apologies for Absence <i>Led by Hilary Jones, Interim Chair, and Independent Member</i> Apologies were noted as above.	

<p>1.3</p>	<p>Declarations of Interest <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>No declarations of interest were received.</p>	
<p>1.4</p>	<p>Minutes of Previous Sub-Committee Meetings held on 19th December 2024. <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the minutes of the meeting held on 23rd January 2025 as an accurate record.</p>	<p>Secretariat</p>
<p>1.5</p>	<p>Action Log <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>The following updates were provided on the action log:</p> <ul style="list-style-type: none"> • 157b – DP advised work is taking place for this report to be upgraded. LF advised that this marks the final month of using the current report format produced by her team. From next month, reporting will be fed by new governance in terms of the nVCC Steering Group, chaired by AC. GJ emphasised the report’s two key objectives: clarifying interdependencies and outlining workforce and resource requirements. While the current version demonstrates progress, further review will be necessary once the revised report is available. The Committee agreed to keep Action 157b open and reassess it at the March 2025 meeting. • 161, 165, 168 – DP provided a consolidated update on the nVCC Project Highlight Report actions, confirming the transition to a new reporting format. DP stated that they are on track to deliver the revised report, which will be submitted next month. Interim upgrades have been made to address previous feedback, including distinguishing between missed milestones by the Authority or Contractor. Although an upgraded version of the report has been published this month, the actions remain open, as they are not due to be discharged until the next meeting. The Chair agreed to keep Actions 161,165, 168 open and for this Committee to reassess it at the March 2025 meeting. • 162 – As AC was not present at the meeting, LF provided reassurance that the Life Sciences Hub action will be incorporated into the IMTP work. However, AC will provide the full update. The action remains open. • 164 - LF confirmed that the workforce section was first included in the report in November 2024, as agreed, and will continue to be updated quarterly. The Committee will review the report to determine if it fulfils the action. It was confirmed action can be closed during the Feb meeting. • 164b – SM confirmed that workforce requirements are being actively managed and discussed with AC, stating that this extends beyond the reporting mechanism for this committee. While workforce analysis is ongoing, updates are currently provided quarterly. 	<p>DP</p> <p>DP</p> <p>AC</p> <p>LF</p>



	<p>GJ raised concerns about the frequency of reporting, given the impact of workforce pressures on multiple projects and risk areas. He queried whether workforce updates could be included in the monthly Interdependencies Report, but SM noted that reporting more frequently would be challenging, as changes are often minimal between cycles. HJ highlighted that with the move to bi-monthly public meetings, quarterly reporting may not align well.</p> <p>ACTION: NG proposed that herself, SM and LF would review the workforce reporting structure and present a proposal at the next meeting. The action remains open, pending the outcome of this review, with a view to potential closure at the next meeting.</p> <ul style="list-style-type: none"> • 166 – NG confirmed that the Communication and Engagement Update is on the agenda for this meeting. While progress has been made, further work is required. The Engagement Manager, Kate Hammond, has agreed that the engagement plan will now be presented in the next meeting, March 2025. The update will include further details on the regional events programme. The action remains open. • 167 - NW confirmed that the analysis work for TrAMS, has not yet been received from Rachel Hennessy and the team. NW acknowledged the urgency of the action and committed to following up as a priority. The report will be made available to Committee members outside of the meeting once received. The action remains open. <p>The TCS Programme Scrutiny Sub-Committee NOTED the Action Log and updates provided.</p>	<p>NG/ SM/ LF</p> <p>NG</p> <p>NW</p>
<p>2.0</p>	<p>PROJECT GOVERNANCE</p>	
<p>2.1</p>	<p>nVCC Project Highlight Report <i>Led by David Powell, Project Director</i></p> <p>The following key discussions were noted:</p> <p>Digitisation of Health Records Plan and Scope</p> <ul style="list-style-type: none"> • The Chair inquired about the responsibility for the digitisation plan. CJ confirmed responsibility, with ongoing discussions with DD and AC. The Full Business Case (FBC) is being clarified to determine inclusions and exclusions. Initially, capital costs were to be removed but have now been retained—a positive outcome. • A proposal for the first scoping work has been submitted and is being actioned. This work will assess the current paper-based system, evaluate existing processes, and consider planned digital solutions, including ePMA. • AW asked about the timeline and scale of digitisation and the ultimate goal of digitising all patient records by the time nVCC opens. CJ reiterated that the Trust’s broader digital strategy aims for a fully digital, paperless organisation. The initial scoping work will identify current records and options, with more information available once this work is completed. The goal remains a paperless organisation. 	



AC joined the meeting.

Health and Safety Data

- NW welcomed the health and safety data in the nVCC Highlight Report but sought further context, particularly for those unfamiliar with construction health and safety benchmarks. She questioned whether the reported figures align with expectations for a project of this scale, specifically asking if 2 lost time incidents or 390 safety observations are within a normal range. She emphasised the need for contextualisation to ensure appropriate assurance mechanisms within the programme.
- AW also raised concerns about the safety observations, noting that 390 seemed high and requesting clarification on what constitutes a safety observation.
- MS explained that safety observations can be reported by anyone on-site, including executives, contractors, or workers, when they witness an unsafe act or condition. Once reported, the relevant individuals or companies pause work and undergo a 'toolbox talk' remediation process. Common observations include working at height and vehicle movements (e.g., improper parking). MS reassured that a high number of safety observations are a good sign of a proactive site.

ACTION: LF to link to the Health and Safety Framework and Way of Working in the Trust for Framework Assurance, ensuring capture and reporting of further incidents through normal dashboards and governance processes. DP will check this with the internal risk advisors.

LF

RDD Progress: External Advisors and Decision Making

- GJ sought assurance that VUNHST as a client retains ownership of discussions and decision-making despite the involvement of external advisers. DP reassured GJ that the advisory process facilitates structured discussions with internal representatives present, with Jason Hoskins overseeing the process and ensuring outcomes are communicated back to the team.
- DP explained that external advisers help clarify discussions, ensuring that VUNHST's points are understood and preventing the contractor from having to resubmit work due to misunderstandings. Additionally, DP highlighted that a formal process is in place once feedback is received. MS assured that all written documentation goes through DP and Jason Hoskins, alongside Quality Representatives, for sign-off.

Target Dates against Risks

- GJ reiterated HJ's concern from the previous meeting about the need for target dates to be assigned to risks in the nVCC Highlight Report. This is to assure the board that risks are being actively managed, and actions are progressing as planned.
- MS assured that the team aims to improve the visibility of risk reporting by incorporating specific target dates, making actions more trackable. DP confirmed that this will be implemented in the next iteration of the Highlight Report.



	<p>ACTION: MS and DP to ensure all risks have assigned target dates in the next iteration of the Highlight Report for the upcoming reporting cycle (20th March 2025).</p> <p>Lolfa Design Solution</p> <ul style="list-style-type: none"> • GJ requested an update on the contractor's development of a design solution for the Lolfa that retains the exposed timber. He referred to the previous minutes, noting that once this solution is received, the Quality Risk will be moved to green. He emphasised the need for an update on this issue. • DP reported that SACYR / Project Co is currently assessing their ability to comply with the fire safety requirements for exposed timber. There has been no progress with changes so far. DP will enquire about the progress and timescales and assured that any proposed solution will need to be approved through proper governance. <p>ACTION: DP to seek an update on the status of the Lolfa design solution.</p> <p>CJ emphasised that by the end of April next year, the project must have a fully capable team in place, as well as reporting and all contracts finalised, as this is non-negotiable. Additionally, he highlighted that he is keeping a close watch on SACYR's construction programme over the next six weeks, as any delays will impact the organisation, although the project is on track to be delivered successfully.</p> <p>Risks (p.9 of the report)</p> <ul style="list-style-type: none"> • GJ noted that the report states there are no related risks, but several risks highlighted in the paper could impact other risks. This discrepancy needs to be addressed. • DP will address this issue. He acknowledged the challenge and suggested it might lead to another exercise. MS suggested it could be related to the interdependencies report. <p>ACTION: DP to review the related risks section on page 9 and ensure all relevant risks are accurately reflected. This review may lead to a second highlight report if necessary.</p>	<p>MS / DP</p> <p>DP</p> <p>DP</p>
<p>2.2</p>	<p>nVCC Programme Finance Report <i>Led by Mark Ash, Assistant Project Director</i></p> <p>Mark Ash presented the TCS Finance Report, outlining the financial position of key projects and the programme management office as of January 25, 2025.</p> <p>The summary of the financial position for January 2025 is as follows:</p> <ul style="list-style-type: none"> • The capital year-to-date is £5.5 million, with a forecast of £7.2 million. 	



- The current forecast includes a turnover spend of £368,000, which is pending the approval of a QRA funding by the Welsh Government. This funding will be included in the updated Capital Expenditure Limit (CEL) for the Trust.
- Revenue year-to-date is £600,000, with a forecast of £700,000, and forecasting a break-even is anticipated.
- No financial risks were reported.

Limited expenditure of £200k on Project 5: SACT and Outreach

- GJ questioned the limited expenditure of £200k on Project 5: SACT and Outreach, asking if it was appropriate to spend only that amount. MA confirmed that the project had not received specific funding, resulting in minimal expenditure, which implies limited progress when looking at the report. AC noted that work was ongoing with the Outreach Programme under Velindre Cancer Services (VCS), but this was not reflected in the expenditure. MA clarified that while existing staff are funded through VCS, additional funding for Project 5 has not been secured, so the project is supported by the current workforce but not through dedicated project funding.
- HJ sought clarification on whether the money spent was as expected, if there was an underspend, or if additional funding was anticipated to fully activate the project.
- LF emphasised that the current report scope does not reflect recent changes in governance and working arrangements. She noted that this is why the report is being revised to clearly separate information specific to nVCC, with dependencies to be addressed in a separate interdependency report moving forward.
- SH supported LF and AC, recalling that no additional funding had been received for Project 5. He explained that any work done on Project 5 has utilised existing or other resources outside the TCS funding. SH emphasised that while MA can only present against TCS funding, it does not mean that no work has been done; the costs are appropriately captured elsewhere.
- NG mentioned that it would be beneficial to consolidate all information into one paper that aligns with the committee's terms of reference (ToR). She advised that she is currently working on the review of the ToR and this will be done over the next few days.

The TCS Programme Scrutiny Sub-Committee **NOTED** the financial position for the TCS Programme and Associated Projects for 2024-25 as at January 2025.

2.3

Communication and Engagement Update Report

Led by Non Gwilym, Interim Director of Corporate Governance

- NG outlined the report's contents, including the main activities by the communications and engagement team to promote the nVCC project and the planning for upcoming staff activities. She mentioned that work

	<p>on a regional programme will be presented next month and highlighted interest in the ongoing work at Whitchurch hospital grounds.</p> <ul style="list-style-type: none"> • SH added that a model of the hospital is now available for inspection in the cancer centre's Patient Information area, allowing people to visualise the finished product. He noted it is a very professional and an impressive scale model. • NG further mentioned that they are working on visuals to be displayed both within the hospital and digitally, and that arrangements are being made for staff and individuals to be able to safely visit the construction site. <p>The TCS Programme Scrutiny Sub-Committee NOTED the Communications and Engagement Update.</p>	
<p>2.4</p>	<p>Review of Sub-Committee Terms of Reference <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <ul style="list-style-type: none"> • The Chair advised that due to some pertinent points that have been raised regarding the other project remits in the TCS Programme and clarity on the governance arrangements for those remaining projects, it was proposed to remove this agenda item from the meeting. NG explained that the points raised will require further consideration to ensure clarity on the governance arrangements for TCS. • GJ asked if the TCS Scrutiny Sub-Committee would continue to operate under the existing terms of reference and oversee projects beyond just the nVCC. LF clarified that the change in the terms of reference is a name change to better reflect the committee's activities, not a change in its functions or responsibilities. This was originally included in the Full Business Case (FBC), and they reconfirmed the mapping of the TCS programme into the current governance arrangements. VCS Futures and other TCS related projects will be in the direct oversight of the Strategic Development Committee, while the interdependencies will continue to be reported to the TCS Scrutiny Sub-Committee. <p>ACTION: NG to review and strengthen the ToR paper to clarify that the interdependencies of other TCS projects will continue to be reported to the Sub-Committee but oversight will be via the Strategic Development Committee. If necessary, a meeting will be called to discuss it further.</p> <p>The TCS Programme Scrutiny Sub-Committee ENDORSED the proposal to remove the ToR discussion from today's agenda for further consideration.</p>	<p>NG</p>



3.0	PROGRAMME DELIVERY	
3.1	<p>Programme Director and Interdependency Management Report <i>Led by Lauren Fear, Interim Director of Transformation</i></p> <p>The Sub-Committee received the Programme Director and Interdependency Management Report for the period 1st January – 31st January 2025.</p> <ul style="list-style-type: none">• GB reported that the delivery confidence assessment remains at Red Amber, though overall programme performance is improving. Notably, the number of red risks has decreased from four to two, reflecting progress in risk mitigation.• The Satellite Radiotherapy Unit (SRU) is progressing well, currently in a very busy implementation phase, with a re-cast go-live date of May 2025 as per the January 2025 reporting period. While some risks have been flagged in the AAA report—specifically related to PSBA and the CT simulator—GB noted that such challenges are expected given the project’s pace. GB also reported that a proactive exercise is underway to ensure the final go-live plans are robust and fully integrated, including a detailed mapping of the Critical Path within the Project Plan. Overall, the programme is progressing in the right direction; however, the recommendation is to maintain the Red Amber status this month. A potential de-escalation will be considered next month, provided there are no further escalations or an increase in the risk profile.• CJ provided additional clarity, confirming that early June 2025 is the targeted operational date, with the first patient scan scheduled for 4th June and the first radiotherapy treatment on 18th June. GB noted that the report is an amalgam of January’s data, so some updates may have occurred, but it remains valuable for Sub-Committee context.• On Workforce Requirements Reporting, the team has worked closely with SM and WOD colleagues to refine workforce data, resulting in greater detail on roles, staffing levels, and future plans.• The Interdependencies Report has been a key focus in discussions, aligning closely with the Sub-Committee’s terms of reference. GB noted that further work is needed while the terms are being finalised, with the team aiming to strengthen the report. Interdependencies will be structured into three levels: national, programme-to-programme, and those between workstreams and the nVCC project. The Level 3 interdependencies are still being refined, as they are influenced by the ongoing PwC review, which is developing robust schedules and plans. Several upcoming workshops will ensure stronger interdependencies across all levels, aligning with Power BI reporting developments. Discussions around the quality of reporting have been addressed, and GB expressed confidence in the improvements.• DM raised concerns about the impact of TrAMS on nVCC, emphasising the urgency of addressing this issue. She noted that the due dates for TrAMS-related risks are still pending under the minimum data set agenda and stressed the need for greater oversight. DM questioned whether the anticipated TrAMS model aligns with what will ultimately be adopted and whether any discrepancies could affect the available	



space in nVCC. She urged the Sub-Committee to escalate TrAMS as a priority, specifically in relation to its implications for nVCC, distinguishing it as a separate issue from the broader TrAMS discussion. AC acknowledged the concerns and noted that a review of what Pharmacy has done historically, with plans to develop a Pharmacy Improvement Plan in the coming weeks as part of VCS Futures. She emphasised that TrAMS will be a core components of this work, ensuring it is fit for purpose. AC assured the Sub-Committee that TrAMS will be a key focus, with a thorough assessment to ensure it is fit for purpose and meets expectations. The work underway will proceed independently of the national TrAMS programme, with Velindre leading the initiative while considering potential future implications for the national programme.

ACTION: AC to progress leading on the Pharmacy Improvement Plan under VCS Futures, with initial findings to be reported by the next meeting.

AC

- GJ raised concerns about SRU recruitment, highlighting the risk of securing staff for the RT service by June 2025. CJ provided assurance, explaining that recruitment follows a phased plan aligned with revenue projections, with healthcare assistants being the last to be hired as they are the easiest to recruit. This process is factored into the business case revenue costs, and commissioners have approved the necessary funding, so no major issues are expected. However, a critical vacancy remains for one physiotherapist, which is essential to opening and running the service. The position has been advertised, with interviews scheduled for March 2025. While the timeline is tight, a contingency plan is in place. HJ suggested RAG rating the recruitment timeline to indicate when roles are due to be filled, helping to pre-empt questions and provide clarity. SM also agreed and recommended to represent the phasing in reports going forward.

ACTION: GB to incorporate recruitment phasing into workforce reporting within the Interdependencies report and apply RAG ratings to indicate when roles are due to be filled.

GB

- AW expressed frustration over TrAMS, emphasising that it is not fully within Velindre's control as it falls under the governance of the Shared Services Partnership. He highlighted that TrAMS is not a single entity but consists of various programmes across different regions, making it challenging to navigate. AW suggested more granularity in identifying which parts of TrAMS are of greatest concern. However, he welcomed the plan for VCS to take greater control over its own internal TrAMS project. He reiterated the importance of keeping TrAMS a high-priority issue, emphasising that it should be clearly flagged as Red in reporting.

ACTION: GB to flag TrAMS as red in Interdependencies reporting to reflect its priority and associated risks.

GB



	The TCS Programme Scrutiny Sub-Committee NOTED the Programme Director and Interdependencies Report.	
4.0	CONSENT AGENDA	
	No items received.	
5.0	ANY OTHER BUSINESS	
	There was no other business.	
6.0	REVIEW OF THE MEETING	
	There were no additional comments or questions.	
7.0	DATE & TIME OF NEXT MEETING	
	<p>The next scheduled Public meeting is on Thursday, 20th March 2025 however, it was agreed that NG would review and confirm if the meeting is to take place or be stood down.</p> <p>ACTION: NG to review and confirm whether the March Public meeting will take place or be stood down.</p>	NG
8.0	CLOSE	
	HJ formally closed the meeting, expressing thanks for all contributions.	