

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD
21st November 2024 at 13:30 – 15:00
Meeting Room, Trust Headquarters, Nantgarw
(via Teams)

Members Present:

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

In attendance:

Carl James (CJ)	Interim Trust Chief Executive
Lauren Fear (LF)	Interim Executive Director of Strategic Transformation, Planning & Digital
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Martin Smith	Senior Responsible Officer
Mark Ash (MA)	Assistant Project Director, TCS
Sarah Morley (SM)	Executive Director of OD & Workforce
Rachel Hennessy (RH)	Interim Director, Velindre Cancer Centre
Matthew Jenkins (MJ)	Welsh Government Representative
Non Gwilym (NG)	Acting Director of Corporate Governance
David Powell (DP)	nVCC Project Director
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager (part of the meeting)
Olayinka Sokoya (OS)	Secretariat / Executive Support Assistant

APOLOGIES

Matthew Bunce (MB)	Executive Director of Finance
Dr Jacinta Abraham (JA)	Executive Medical Director
Anne Carey (AC)	Interim Chief Operating Officer



1.0	STANDARD BUSINESS	ACTION
1.1	<p>Welcome & Introductions <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>SH welcomed attendees to the meeting.</p>	
1.2	<p>Apologies for Absence <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>Apologies were noted as above.</p>	
1.3	<p>Declarations of Interest <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>No declarations of interest were received.</p>	
1.4	<p>Minutes of Previous Sub-Committee Meetings held on 25th September 2024 and 17th October 2024 <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the minutes of the 25 September meeting, having resolved the queries and clarifications raised relating to the nVCC Highlight Report, as the accurate revised record of the meeting.</p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the minutes of meeting held on 17 October as the accurate revised record of the meeting.</p>	
1.5	<p>Action Log <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The following updates were provided on the action log:</p> <p>It was agreed that action 157 should be split into two actions (157a and 157b) with 157b focused on a review in two months to assess whether the new approach to major programme and interdependency reporting was working. The Committee agreed to consider the status of the 157a action following discussion of item 3.1.</p> <p>ACTION: 157 was closed and replaced with Action 157a and 157b.</p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the Action Log.</p>	<p>Secretariat</p>

2.0	PROGRAMME GOVERNANCE	
2.1	<p>TCS Programme Finance Report <i>Led by Mark Ash, Assistant Project Manager</i></p> <p>The Committee was advised that the Interim CEO had received correspondence on 14 November notifying the Trust of the imminent formal approval of the nVCC FBC. The Committee thanked colleagues in Welsh Government, NWSSP and other stakeholders who had supported the process to date. The Chair acknowledged that the Finance report had been prepared prior to this formal approval and reflected an outdated position in terms of the financial risk the Trust was managing.</p> <p>The purpose of this report is to provide a financial update for the Transforming Cancer Services (TCS) Programme for the financial year 2024-25, outlining spend against budget as of 31 October 2024 and the current year-end forecast.</p> <p>The year-to-date spend for the TCS Programme is £4.431m Capital and £0.333m Revenue, with a forecast expenditure for the current financial year of £7.201m Capital and £0.666m Revenue. The Revenue budget for the year is £0.666m; there is currently no capital budget.</p> <p>The overall forecast outturn for the Programme is an overspend of £7.867m for the financial year 2024-25 against a budget of £0.666m.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED the TCS Programme and Associated Projects for 2024-25 as of 31 October 2024. Finance Report.</p>	
2.2	<p>Communication and Engagement Update Report <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>The TCS Programme Scrutiny Sub-Committee NOTED the Communication and Engagement Update Report.</p>	NG
2.3	<p>nVCC Project Highlight Report <i>Led by David Powell, Interim Senior Responsible Officer</i></p> <p>DP outlined the missed milestones for the reporting period which included:</p> <ul style="list-style-type: none"> • Resolution of fibre diversion not achieved as response from BT Openreach was not sufficient to allow informed Trust decision making; • Delays in recruitment; 	



- Delay to getting the license extended for the access road to the south of the site;

Other progress highlights included:

1. As referenced in 2.1 above, Approval of the Management and Finance Cases of the nVCC Full Business Case by Welsh Government's was received following the month end.
2. The Equipment Supplier market generally accepted the extension of the Framework terms and conditions for major medical equipment (Category 2c) and there was a positive response to the launch event.
3. The Authority remained compliant with all its EPSL obligations during the month.
4. Procurement processes for construction contractors for both the 278 highways works and the HV Intake rooms are on track.
5. Monitoring of Acorn's construction work has continued by the Trust and the Independent Tester.
6. Discussion with technical advisors and Project Co during the month identified that guidance and regulations on fire safety should **not** prevent construction of the Lolfa as per agreed design but there may be a requirement for some mitigations.
7. An Interim Planner started on 3rd October, building an integrated plan, and supporting the implementation of the wider PWC Governance and Capabilities Review recommendations. Recruitment for the full time post commenced, with 55 applications received for shortlisting and interview in November.
8. Consultants from Gardiner and Theobald and Currie and Brown started working with the Project from 3rd October to support implementation of the recommendations in the PWC Governance and Capabilities Review.

MS advised that Shared Services would assist in providing a full time Engineer who would be assigned to the project to work with the Team subject to the approval of the Welsh Government. MS further advised that on the above highlighted risk, mitigations are very essential by ensuring that we are using the contract procedure correctly.

SH advised that issues and questions relating to the contractual aspects of a change to the Concrete specification, and re the Lolfa Timber, would be discussed at the Private Meeting of the Committee.

GJ advised that it would be helpful to list where ProjectCo hasn't delivered on its obligations in one place. DP assured that this would be done in subsequent reports.

ACTION: Project team to include single list of ProjectCo delivery against obligations for ease of reference.

	<p>SH advised that the early warning section of the report should be more specific and clearer for the purpose of members of the public to understand the scale and significance of the issues, rather than a general headline or statement which could lead to misunderstandings.</p> <p>LF assured the Committee that a meeting had taken place with members of the community regarding traffic management and it had been a constructive discussion.</p> <p>MS advised that the Project Co are putting a lot of strong measures in place to improve delivery against compliance. An updated was being provided to the Council the following week.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED nVCC Project – Highlight Report.</p>	
<p>2.4</p>	<p>Outreach Update <i>Led by Rachel Hennessy, Interim Director VCC.</i></p> <p>The report is an overview of what the outreach entails, and the purpose is principally to enable the delivery of Chemotherapy, both nationally and internationally and it is aimed at enabling cancer care closer to the patients' home and increased accessibility for patients.</p> <p>The outreach Model includes the following components:</p> <ol style="list-style-type: none"> 1. Outpatients: 2. SACT 3. Radiotherapy <p>RH highlighted the Next steps as follows:</p> <ul style="list-style-type: none"> • Revised forecast assumptions to support further planning work, delivered by the Life Sciences Hub Wales e.g. population demographics update to inform VCS modelling for future cancer services. • Discussion with Health Boards to understand their population requirements. • Establish regional governance structure (internal and regional structures) • Test & revise assumptions of original business case • Agree Principles/assumptions for workforce model: nursing, pharmacy. • Digital enablement across the region • Opportunities for expansion of Care @ home to support further planning work. • Challenges in outpatient repatriation 	



	<ul style="list-style-type: none"> • Potential impact of RAAC/pharmacy reconfiguration/digital systems/health board reconfiguration in the region on ability to realise benefits of proposed outreach model. <p>DM asked about the purpose of commissioning the Life Sciences Hub Wales planning work. RH advised that the service required assurance on the original 2016 and FBC assumptions. NW added that its purpose is to provide good governance against our assumptions and what it would mean for the model. DM asked that the Board be kept informed on this piece of work.</p> <p>ACTION: Strategic Development Board and Trust Board to receive an update on the Life Sciences Hub work on population health insights.</p> <p>GJ welcomed this piece of work and in the context of Outreach flagging as a red risk in the Programme Director’s report, advised that actions/next steps on Outreach should specify deadlines and timescales.</p> <p>ACTION: Actions on Outreach should specify deadlines and timescales.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED Outreach update.</p>	
3.0	PROGRAMME DELIVERY	
3.1	<p>Programme Directors Report (including all project updates in scope) <i>Led by Lauren Fear, Interim Executive Director of Strategic Transformation, Planning and Estates</i></p> <p>The Programme Director and Interdependencies Report covered the reporting period 1st October – 31st October 2024.</p> <ul style="list-style-type: none"> - Significant update on recruitment interdependencies to be provided on a quarterly basis; - Next level of detail of joining up of milestones being worked on; - There are a number of actions that don’t have specific dates. This is because different project reports these in difference ways. The programme team is reviewing this. - Risk – there is a specific discussion on risks ongoing regarding the use of Datix and alignment of project/programme risks with the Trust policy. <p>The Delivery Confidence Assessment (DCA) for the TCS Programme has been assessed against the DCA criteria deemed to be Amber Red in this reporting period, which is a change from Amber in the previous month. The rationale for the DCA assessment is set out within the report.</p>	



	<p>GJ advised, in the context of the workforce plan references in the paper, that all actions in the report be assigned a deadline date to enable the committee to track progress and to avoid a situation where these actions could become a developing problem. SM advised that a mapping exercise will be delivered, timeline to be confirmed. HJ emphasised the need for deadlines to be clear.</p> <p>ACTION: All workforce related actions in the report to include specific dates.</p> <p>DM advised that updates on TrAMS should always form part of the report to be presented to the Committee.</p> <p>CJ confirmed that the RSC project board meeting will allow us to provide an update on developments next week.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED the Programme Director and Interdependencies Report and agreed to close Action 157a.</p>	
4.0	CONSENT AGENDA	
	<i>No items received.</i>	
5.0	ANY OTHER BUSINESS	
	<p><i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee NOTED that Carl James, Lauren Fear and Matthew Bunce attended the PAPAC meeting today and the link for the video recording of that meeting was available to the public on the Senedd website.</p>	
6.0	REVIEW OF THE MEETING	
	No additional comments or questions.	
7.0	DATE & TIME OF NEXT MEETING	
	The next meeting is scheduled for Thursday, 19th December 2024, 13:30 – 15:00 at Velindre Headquarters.	
8.0	CLOSE	



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

	SH formally closed the meeting, expressing thanks for all contributions.	
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