

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

**MINUTES OF THE MEETING HELD**  
**23rd January 2025 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
Hilary Jones (HJ)	Independent Member
Gareth Jones (GJ)	Independent Member

**In attendance:**

Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Interim Director of Transformation
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Dr Jacinta Abraham (JA)	Executive Medical Director
Martin Smith	Senior Responsible Officer
Mark Ash (MA)	Assistant Project Director, TCS
Rachel Hennessy (RH)	Interim Director, Velindre Cancer Service
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)
Gavin Bryce (GB)	TCS Associate Director of Programme
Andrea Hague (AH)	Director of Service Transformation
Kay Barrow	Corporate Governance Manager
Olayinka Sokoya (OS)	Secretariat / Executive Support Assistant

**Apologies**

David Donegan (DD)	Chief Executive
Sarah Morley (SM)	Executive Director of OD & Workforce
Anne Carey (AC)	Interim Chief Operating Officer

1.0	STANDARD BUSINESS	ACTION
1.1	<b>Welcome &amp; Introductions</b> <i>Led by Stephen Harries, Chair, and Independent Member</i>  SH welcomed attendees to the meeting.	

1.2	<p><b>Apologies for Absence</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>Apologies were noted as above.</p>	
1.3	<p><b>Declarations of Interest</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>No declarations of interest were received.</p>	
1.4	<p><b>Minutes of Previous Sub-Committee Meetings held on 19th December 2024.</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the minutes of the meeting held on 19<sup>th</sup> December 2024, subject to the inclusion of RH in the Action on page 11 under minute reference 3.1 referring to a comprehensive analysis on TrAMS and the additional requirements needed to deliver service efficiently at the nVCC.</p>	<b>Secretariat</b>
1.5	<p><b>Action Log</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>Following a review of the action log, it was agreed that all current actions would remain open.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the Action Log and updates provided.</p>	<b>Secretariat</b>
2.0	<b>PROJECT GOVERNANCE</b>	
2.1	<p><b>nVCC Project Highlight Report</b>  <i>Led by David Powell, Project Director</i></p> <p>The nVCC Project Highlight Report provides a high-level status update on the Project.</p> <p>The following key highlights were noted:</p> <ul style="list-style-type: none"> <li>• There has been positive progress during the reporting period.</li> <li>• Missed milestones related to the following aspects:             <ul style="list-style-type: none"> <li>○ Recruitment is behind schedule however; progress is being made to catch up in relation to recruitment activities during the month and workstreams have adopted new strategies considering recent experiences in the market.</li> </ul> </li> <li>• The quality issues with the concrete identified by the Independent Tester are in the process of being resolved.</li> <li>• Discussions are ongoing so that the Independent Tester will be part of the RDD review process.</li> <li>• A revised programme for RDD was issued by Acorn in late December 2024. Due to the concerns around the RDD, a very useful</li> </ul>	

session was held with Acorn yesterday (22<sup>nd</sup> January 2025) to work through the RDD technical packages that included most of the electricals, structural, civils, etc. and also mechanical packages which included water, ventilation and medical gases. There are some residual issues to pick up however, there is an agreed process going forward for reviewing the RDD.

Following the session with Acorn there is more confidence within the Team with the RDD Programme although it is still behind schedule. This means there is some pressure on the team to review the RDD in a short space of time however, every effort is being made to ensure the availability of the team to ensure a swift turnaround.

A further revised programme is expected to be issued tomorrow (24<sup>th</sup> January 2025) and there is a commitment from Acorn to ensure there is an acceptable design by the given timescales and this will assist in the de-escalation of the project risk.

- Good progress is being made with the procuring of the Category 2C major medical equipment. Workshops with the suppliers went well and all are up to speed with what is required to meet the contractual requirement to provide information to Acorn.
- Planning for the commissioning migration activities is underway with departmental meetings and work with the VCS Leadership Team to define and scope the roles and responsibilities of the Commissioning Board that oversees the commission migration activities and it is anticipated to be completed by the end of the month.
- Due to the delays with the Project, a planning application to extend the use of the Temporary Construction Access Road (southern entrance) for a further year has been submitted and is being considered by the Planners.
- Construction work is progressing with the lower levels of the building and drainage.
- Work continues to implement the recommendations of the Governance and Capability review. A proposed way forward in terms of a blended structure within the project resourcing plan is being developed.
- Formal authorisation of the change relating to concrete mix is being worked through in order to confirm acceptance of it with the contractor.
- A design solution for the Lolfa is being developed by the contractor that retains the exposed timber.
- The overall Project status for the reporting period is Amber with all aspects bar Finance at Amber status however, once recruitment is on track there is the potential to move Resource to a Green status and once the Lolfa is resolved there is the potential to move Quality to a Green status also.



In terms of the change notices, DP advised that the letter of comfort issued that supported setting aside £500k due to the loss of the chutes could potentially be used to offset the 1:50 design change costs. The detail of this is being worked through with the contractor in order to reach a finalised agreement.

- The five Amber Project risks related to issues already discussed regarding:
  - Resourcing – capacity and capabilities of the Project Team.
  - Relationships – predominantly arising from the delays and issues with the RDD Programme, which is being resolved.
  - RDD – as above.
  - Retained PA Obligations – TCAR extended planning application.
  - Planning Compliance – ongoing monitoring and advising the contract of any breaches.

HJ raised concerns that the risk matrix was not providing the required information to provide assurance and asked that target dates are added for future reporting.

Missed milestones related to the following aspects:

- RDD Programme
- Issuing of contract for construction of HV Intake room due in December is awaiting final internal approvals.
- Completion of recruitment to all key posts
- Commencement of inventory of Cancer Centre equipment awaiting staff appointment
- Engagement milestone missed relates to communication work regarding the inventory work (see above)
- The formal quarterly sharing of PA notices with Acorn due in December 2024 was completed in January 2025, to ensure that all notices from the year 2024 were included.

MS advised that there had been a useful session in relation to capturing lessons learnt in relation to the Enabling Works and how those lessons learnt can be planned into and utilised in relation to the capabilities of the Team to map and improve the business processes that are being developed going forwards.

GJ raised concern in relation to the section 'Authority's Project Milestones Progress in December' and previous discussions about including a separate column in the report to capture any missed milestone by Project Co. This is because currently the report appears to give a one-sided view of the actual Project status but should provide the actual position for both the Authority and the Contractor particularly as there is the possibility of having a joint missed milestone. This will ensure a balanced view from a public perspective and will also distinguish between sole or joint milestones.



HJ raised concern about previous discussions about including a column in the report on the effect of the missed milestone to ascertain whether they are detrimental or not to the completion of the construction.

**ACTION:** For future reporting, DP to insert an additional column in the Missed Milestone section of the nVCC Project Highlight Report that distinguishes whether the responsibility is with the Authority and / or Contractor and to also include a Critical Path Analysis that details the effect of the missed milestones on the Project completion. Target dates to be added to the reporting of Project risks scoring 12 and above.

**DP**

SH expressed concern that the Sub-Committee was receiving a lot of reassurance but not receiving sufficient assurance on the specific project areas highlighted in the report that have been ongoing for some time with no appreciable progress. Although during the verbal presentation of the report at each meeting there seems to be some level of optimism about how project areas are progressing although the optimism presented at the meeting does not materialise to be able to close down on these issues. An example provided was the continuous concern about the lack of progress in terms of recruitment despite being aware of the workforce requirements for some considerable time.

DP explained that progress has been made in relation to recruitment through dedicated support from the Workforce Team and the fast-track recruitment and onboarding process. However, where posts have failed to be filled through the normal recruitment processes due to the specialist nature of the roles, these have been filled using consultancy via the All Wales Procurement Frameworks. MS confirmed that DP and the team have been tasked to prepare a recruitment strategy and to highlight how this has changed since the original recruitment plan i.e. direct recruitment versus agency engagement. It was highlighted that using agency is a more flexible approach to engage individuals with the necessary skills and experience. However, the approach to the recruitment plan needs to be more strategic with progress tracked and improvements provided in the reporting regarding the controls, slippage, impact and mitigations.

GJ expressed concern in relation to engaging individuals from suppliers and whether this would cause a conflict of interest for other aspects of the contract i.e. equipment procurement. DP provided assurance that the individuals engaged via consultancy are to advise and not to supply, as such there would be no conflict.

GJ commented that under the workforce requirement in the Interdependencies report, there is a table which sets out the workforce requirement across projects however, it only identifies the resourcing requirement for the Satellite Radiotherapy Unit (SRU) and Integrated Radiotherapy Solution (IRS), but does not identify the resource requirements for the nVCC Project, which did not provide confidence in relation to the resource gap for the nVCC Project.



	<p>GJ was pleased with the progress reported regarding the RDD Programme but expressed his surprise in relation to risk identified in the report regarding the impact on the relationship with Project Co and SACYR in this regard. DP explained that the risk identified in the report was about being cognisant of how the relationship with Project Co and SACYR can be managed and maintained while there is tension or stress in the system. There has been a discussion with Project Co on how best to manage the relationship professionally and to be able to reach amicable resolution in a timely manner as and when required, as demonstrated with the RDD process.</p> <p>GJ emphasised the need to build and maintain good relationships with Project Co and SACYR however, there is a need to manage roles, responsibilities and accountability to ensure the Project is completed within the set timescale.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the nVCC Project Highlight Report and the Amber Project status for the month of December 2024.</p>	
<p><b>2.2</b></p>	<p><b>nVCC Programme Finance Report</b> <i>Led by Mark Ash, Assistant Project Director</i></p> <p>The purpose of the 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 December 2024 and the current year-end forecast.</p> <p>The year-to-date spend for the TCS Programme is circa £4.9m Capital and £474k Revenue, with a forecast expenditure for the current financial year of circa £7.1m Capital and £749k Revenue.</p> <p>Following the approval of the nVCC FBC and the EW FBC Addendum, further funding was received in November 2024 of £69.719m Capital and circa £2.4m Revenue for the nVCC activities between 2024 and 2028. Circa £8.9m Capital was received for the Enabling works relating to works between 2024 and 2027. For the Enabling Works, the Trust is profiling the expenditure for each of those years with Welsh Government and for the Trust's Financial Plan. It is anticipated that this will be finalised by the end of February 2025. There are no anticipated financial risks and the year end forecast is break even.</p> <p>MA advised that apart from the Funding that was received from the Welsh Government in respect of nVCC Project Resources Funding 2024-2028 additional funds in the sum of £0.082m was provided by WG in November 2024 to cover the recurrent pay award for 2024-25. MA advised further that the Trust is finalising the profile of spend for each of the Financial Years for Welsh Government.</p>	

	<p>GJ raised a query in relation to the Financial Implications section of the cover paper on page 4 and 5 under the item 'Source of Funding'. It states revenue funding from the Trust and Commissioners but does not mention the source of the Capital funding. MA confirmed that Welsh Government is providing the Capital funding. MA will update for future reporting to reflect the correct position.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the financial position for the nVCC Programme and associated projects as at December 2024 and the current year-end forecast.</p>	
<p><b>2.3</b></p>	<p><b>Communication and Engagement Update Report</b>  <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>In presenting the key areas of the report, NG highlighted that some of the planned activity did not take place during December 2024 predominantly due to leave over the Christmas period. Although a very successful site visit did take place with the local Councillors, Senedd Member and MP to the nVCC construction site. The visit was led by SACYR and involved a brief tour of the site and a presentation on the Community Benefits followed by a discussion about plans and activities that could be undertaken together in the future.</p> <p>DM advised that in lieu of a 'ground breaking' event due to the Elections, she has written to the Cabinet Secretary with an invitation to visit the Trust also the nVCC construction site.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the Communications and Engagement Update.</p>	
<p><b>3.0</b></p>	<p><b>PROGRAMME DELIVERY</b></p>	
<p><b>3.1</b></p>	<p><b>Programme Director and Interdependency Management Report</b>  <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 1<sup>st</sup> to 31<sup>st</sup> December 2024.</p> <p>LF referred to the outstanding action on the action log in relation to reviewing the overall effectiveness of this report in providing the Sub-Committee with the assurance needed around project interdependencies. LF explained that discussions have taken place on the best way to manage the process and how any interdependencies are reported to the Sub-Committee. Following those discussions, the way that interdependencies will be managed will change, given the role of the Chief Operating Officer in managing those interdependencies. DP and AC are working through that detail and, as such, there will need to be a further review of this report in the context of enhancing the model, approach and structure of how the interdependencies between the nVCC Project, Velindre Futures Programme and the Whitchurch Land are managed.</p>	



LF highlighted the reference to the analysis work for TrAMS and advised that this is underway with JA and NW also involved in the scenario planning of any potential delays and this will be brought to the Sub-Committee in February 2025 with a response as an organisation to any potential delays.

LF informed that a discussion with HJ had taken place recently regarding a live matter in relation to the interdependency between the nVCC Project and the Integrated Radiotherapy Solution (IRS) Project and this will be discussed in more detail in the private session as it is still under analysis.

In terms of the query raised by GJ in relation to the analysis of the workforce requirements for the nVCC project, LF clarified that this report has not repeated the analysis of the workforce requirements for the nVCC as this report is for the interdependencies for the Satellite Radiotherapy Unit (SRU) and IRS projects. GJ queried that historically this report has covered the seven projects making up the TCS Programme and that the nVCC analysis has been long awaited and, in fact, this report does not provide the information for IRS. LF explained that a full workforce analysis was provided in November 2024 and the action was to review the analysis and bring an update to the Sub-Committee on a quarterly basis. LF advised that this report included a summary position with a full analysis to be presented in February 2025.

GJ advised that given the pressures on the workforce which are impacting on a number of projects, there is a need to be reviewing the analysis of the workforce requirements more frequently than quarterly. As SM was not present, LF agreed to pick the matter up with SM and AC outside of the meeting.

**ACTION:** LF to pick up more frequent reporting of the analysis of the workforce requirements with SM and AC outside of the meeting.

**LF**

DM expressed concern on the status of the national TrAMS Programme which has remained in Amber - Red status for quite some time and does not appear to be progressing. DM highlighted that a report on TrAMS is to be presented at the next meeting and asked that the report also includes a 'Plan B' should the national TrAMS Programme not be delivered on time. NW confirmed that there have been active discussions with the Executive Team and other key officers within the Cancer Service on this matter. NW advised that there is a contingency plan in place and will ensure that the TrAMS paper describes that contingency plan.

**ACTION:** The analysis work for TrAMS to include a Contingency Plan should TrAMS not be delivered on time.

**NW/RH**

SH raised concern in relation to the narrative in the first bullet point in Section 3 Matters of Note in Reporting Period on page 2 regarding the 8.4 week delay and the build completion being moved to 1<sup>st</sup> May 2025. Whilst this point is clarified further down in the report and relates to the SRU, this

	<p>could be misinterpreted by a member of the public and suggested that the narrative should explicitly state that the delay relates to the SRU build completion.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> Programme Directors Report.</p>	
<b>4.0</b>	<b>CONSENT AGENDA</b>	
	<i>No items received.</i>	
<b>5.0</b>	<b>ANY OTHER BUSINESS</b>	
	<p><b>Sub-Committee Public Meeting Frequency</b></p> <p>SH advised that following discussion with the Independent Members and Executive Team, going forward the frequency of the Public meeting of the TCS Programme Scrutiny Sub-Committee will be moved to every two months, so that the Sub-Committee will be meeting publicly six times a year. GJ clarified for reassurance to the public that although the Public meeting was moving to a two-monthly cycle, a 'Private' meeting will still be held each month to scrutinise matters of an appropriate 'Private' nature i.e. contractual and / or commercial in confidence.</p> <p>SH advised that a review of the title of the Sub-Committee is also being considered to better reflect the role of the Sub-Committee and the review of the Terms of Reference for the Sub-Committee will be proposing the new Sub-Committee title.</p> <p>GJ queried that a number of items discussed are to be reported in the February 2025 cycle of business and that it would be sensible for a review of those matters to assess whether they can wait until the March meeting.</p> <p><b>ACTION:</b> NG to review the items scheduled to be presented to the Public meeting in February and to assess with the Lead Executive whether the item(s) can be delayed to March 2025</p>	<p><b>Secretariat</b></p> <p><b>NG</b></p>
<b>6.0</b>	<b>REVIEW OF THE MEETING</b>	
	There were no additional comments or questions.	
<b>7.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	<p>The next Private meeting is scheduled for 20<sup>th</sup> February 2025 at 13:30 in Velindre Trust Headquarters.</p> <p>The next Public meeting is scheduled for 20<sup>th</sup> March 2025 at 13:30 in Velindre Trust Headquarters.</p>	
<b>8.0</b>	<b>CLOSE</b>	
	SH formally closed the meeting, expressing thanks for all contributions.	