

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD
25th September 2024 at 13.30 – 15.00
Meeting Room, Trust Headquarters, Nantgarw
(via Teams)

Members Present:

Stephen Harries (SH)	Vice Chair and Independent Member (Chair)
Gareth Jones (GJ)	Independent Member
Vicky Morris (VM)	Independent Member
Andrew Westwell (AW)	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 (part of the meeting)
Non Gwilym (NG)	Acting Director of Corporate Governance
Anne Carey	Interim Chief Operating Officer
Martin Smith (MS)	Interim Senior Responsible Officer (SRO)
Matthew Bunce (MB)	Executive Director of Finance
Gavin Bryce (GB)	Associate Director of Programmes
Mark Ash (MA)	Assistant Project Director, TCS
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager (part of the meeting)
Laureanne Cullen (LC)	Regional Director for Cardiff and Vale, Llais
Matthew Jenkins (MJ)	Welsh Government Representative
Jessica Corrigan (JC)	Secretariat / Business Support Officer

Apologies:

Professor Donna Mead (DM)	Trust Chair
Hilary Jones (HJ)	Independent Member
Sarah Morley (SM)	Executive Director of OD & Workforce
Dr Jacinta Abraham (JA)	Executive Medical Director
Rachel Hennessy (RH)	Interim Director, Velindre Cancer Centre
David Powell (DP)	nVCC Project Director
Andrea Hague (AH)	Director of Service Transformation

1.0	STANDARD BUSINESS	ACTION
1.1	<p>Welcome & Introductions <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>Stephen Harries introduced Martin Smith, Interim SRO, Matthew Jenkins, Welsh Government Representative and Laureanne Cullen, Regional Director for Cardiff and Vale, Llais to the September TCS Programme Scrutiny Sub-Committee.</p>	

<p>1.2</p>	<p>Apologies for Absence <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>Apologies were noted as above.</p>	
<p>1.3</p>	<p>Declarations of Interest <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>No declarations of interest were received.</p>	
<p>1.4</p>	<p>Minutes of the Sub-Committee Meeting held on 23rd July 2024 <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the minutes held on the 23rd July 2024 as an accurate record.</p>	
<p>1.5</p>	<p>Action Log <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee agreed to close the following actions as all the below actions relate to the tranche review.</p> <ul style="list-style-type: none"> • Action 120 • Action 121 • Action 122 • Action 130 • Action 143 • Action 146 <p>It was confirmed over the last couple of months, work has been undertaken to develop the Programme Directors and Interdependencies report. It was highlighted that the Programme Directors and Interdependencies report doesn't cover the workforce recruitment actions and the requirements still need to be captured. It was agreed a section within the Programme Directors and Interdependencies report will capture the workforce recruitment actions.</p> <p>The TCS Programme Scrutiny Sub-Committee agreed to close all above actions that previously relate to the tranche review. The strengthened approach to the Programme Director and nVCC Interdependency report sets out the interdependencies clearly as agreed in the Full Business Case. This paper also maps the TCS programme previous definition of projects into the various dependent projects and programmes. The report sets out the current status and relevant mitigating actions where appropriate. This report will be governed each month through nVCC Project Board. There will be clear input, as described in the paper, from the VCS SLT in terms of their governance for managing the interface with the nVCC project in order to effectively triangulate on-going management of interdependencies on the</p>	

	<p>service. The report will be presented to TCS Scrutiny Sub-Committee each month.</p> <p>Secondly, in parallel, there is a new approach to reporting across the portfolio of major change in the organisation. This will be governed through Executive Management Board and then to Strategic Development Committee. This reporting will provide assurance on the totality of the Trust's change risk, including across key themes such as workforce.</p> <p>It was agreed that a new action will be created and will be reviewed in two months to assess whether the new approach to reporting was providing appropriate assurance to Committee members.</p> <p>From October onwards the Strategic Development Committee will receive a Major Transformation Portfolio paper which will capture all projects across the Trust. This is regularly reported through Executive Management Board and Strategic Development Committee.</p> <p>Action 151: Remains open. Update to be provided at the October TCS Programme Scrutiny Sub-Committee.</p> <p>Action 152: Agreed to close action.</p> <p>Action 153: Agreed to close action.</p> <p>Action 154: Agreed to close action.</p> <p>Action 155: Agreed to close action.</p> <p>Action 156: Remains open.</p> <p>The TCS Programme Scrutiny Sub-Committee APPROVED the Action Log.</p>	
<p>2.0</p>	<p>PROGRAMME GOVERNANCE</p>	
<p>2.1</p>	<p>TCS Programme Finance Report <i>Led by Mark Ash, Assistant Project Director</i></p> <p>The TCS Programme financial position is continually monitored and updated and an update is provided regularly to both the TCS Programme Delivery Board and Trust Board. The overall forecast outturn for the Programme is an overspend of £7.684m for the financial year 2024-25 against a budget of £0.666m.</p>	



	<p>No capital funding has been allocated yet for the projects for financial year, resulting in the aforementioned overspend. The nVCC Full Business Case and Enabling Works Full Business Case Addendum was submitted to Welsh Government on the 3rd September 2024 and funding should be released upon the approval of both Full Business Cases. The main financial risk to the TCS Programme at present is the lack of funding for the capital projects, which is being mitigated by the aforementioned funding request.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED the TCS Programme Finance Report.</p>	
2.2	<p>Communication and Engagement Report <i>Led by Non Gwilym, Acting Director of Corporate Governance</i></p> <p>The Communication and Engagement Update report provides an outline of the activities and outcomes delivered by the nVCC communication and engagement team. The communication and engagement team have had a busy summer, good engagement across the region and community has taken place.</p> <p>The communication and engagement team continue to support Acorn with their communications and engagement programme. The communication and engagement team will continue to support Acorn with the regular resident drop-in monthly meetings. The Trust will continue to work with Acorn on their communication and engagement programme as the Trust will need to manage the communication and engagement long term.</p> <p>The Big Conversation staff engagement programme has now been launched within the Trust. The feedback will be incorporated within the October communication and engagement update report.</p> <p>The TCS Programme Scrutiny Sub-Committee NOTED the communication and engagement update report.</p>	
3.0	PROGRAMME DELIVERY	
3.1	<p>Programme Director's Report (including all project updates in scope) <i>Led by Lauren Fear, Interim Executive Director of Strategic Transformation, Planning and Digital</i> <i>Supported by Gavin Bryce, Associate Director of Programmes</i></p> <p>This reporting period covers 1st August – 31st August 2024.</p> <p>The purpose of the report is to report on the interdependencies between the nVCC Project and other Velindre transformation projects which may impact upon delivery of the nVCC within time, cost, and quality tolerances. This</p>	



refined interdependency focus also more directly meets the PwC (Pricewaterhouse Coopers) Governance and Capability Review recommendations.

The following areas are highlighted for escalation to the TCS Programme Scrutiny Sub-Committee for information:

- Risk of delay to the scheduled Satellite Radiotherapy Unit (SRU) opening date in February 2025 due to unresolved issues regarding PSBA (Public Sector Broadband Aggregation), temperature control, CCTV and potential asbestos within the undercroft (see below).
- Project 7 Decommissioning should be initiated in the next 6-12 months and early discussions with Welsh Government are needed regarding the future capital requirements to decommission the site.

It was confirmed the Full Business Case for nVCC and Enabling Works Addendum is being considered by Infrastructure Investment Board (IIB).

The Trust is progressing the development of a Major Transformation dashboard; a snapshot of the proposed report is illustrated within the Programme Directors and Interdependencies Report. Currently there is a total of 59 projects across the Trust, but it was confirmed these all need to be reviewed as some of these projects are “business as usual” (BAU) or legacy projects. The Major Transformation dashboard will be reported through Executive Management Board and Strategic Development Committee.

It was confirmed that the wording with 4.1 Satellite Radiotherapy Unit needs to be reviewed. Asbestos has been found in the undercroft area of Neville Hall Hospital. The Programme Directors and Interdependencies Report has been updated to reflect this.

The Delivery Confidence Assessment (DCA) for the current definition of the TCS Programme, current progress against plans and related risks and issues has been assessed as an Amber. An indepth conversation took place regarding the DCA, it was agreed currently the Programme is reporting amber, but this will be reviewed and monitored closely going forward. If the projects continue to report red this might mean the DCA will escalate to amber - red. It was confirmed the RAG status for each project is governed by each project board.

The TCS Programme Scrutiny Sub-Committee **NOTED** the TCS Programme Director and Interdependencies Report.



4.0	PROJECT DELIVERY	
4.1	<p>new Velindre Cancer Centre (nVCC) Highlight Report <i>Led by Martin Smith, Interim SRO</i></p> <p>The new Velindre Cancer Centre (nVCC) Project produces a monthly highlight report to provide high level information to the TCS Programme Scrutiny Sub-Committee on the status of the project.</p> <p>The Highlight Report provides a high-level update on the following areas:</p> <ul style="list-style-type: none">• Overview of progress for the reporting period• Key decisions pending• Project Governance Assurance• Top Project Risks and Issues• Progress against Key Milestones in the reporting period, including missed milestones• Update on Project Agreement (PA) obligations for the period and compliance status <p>The Management Case and Finance Case as part of the Full Business Case (FBC) have been submitted to Health Strategy Board (HSB), Infrastructure Investment Board (IIB) and Welsh Government.</p> <p>The top risk that is being reported within the nVCC Project Board is the fibre divergence. The Project Board are currently exploring what can be done to improve the resilience.</p> <p>Once the FBC has been approved, the resources will be increased to ensure the appropriate resources are supporting the project at the right time including a combination of frameworks and agencies, and employees (permanent and fixed term).</p> <p>GJ referred to Point 6 in the “Risks and Issues” section on page 2 of the Report. He asked for further clarification and update on the Change Request relating to the “concrete specification for the building”, in particular the reasons, the implications contractually and financially. MS indicated that the Change Request had been approved at a monthly meeting with Acorn subject to governance processes. GJ asked for clarification on the process for the Trust agreeing such Changes. As this matter related to contractual and financial arrangements, it was agreed that the issues raised would be dealt with in detail in the Private Part B meeting.</p> <p>No further queries were raised in relation to the nVCC highlight report.</p>	

	The TCS Programme Scrutiny Sub-Committee NOTED the nVCC Highlight Report.	
5.0	CONSENT AGENDA	
5.1	CONSENT FOR ENDORSEMENT	
5.1.1	<p>TCS Programme Scrutiny Sub-Committee Terms of Reference <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>In light of the PwC review, the TCS Programme Scrutiny Sub-Committee Terms of Reference were required to be reviewed and updated in light of the PwC review.</p> <p>The following changes have been made:</p> <ul style="list-style-type: none"> • General formatting • Job role descriptors updated • SRO / CEO role disaggregated • Inclusion of Critical Friends / Observers – Welsh Government, NWSSP – Specialist Estates Services (SES) • Diagrams updated at the end of the document • Version control added <p>If endorsed by TCS Programme Scrutiny Sub-Committee, the updated Terms of Reference will go to Trust Board for approval and this will satisfy the PwC recommendation.</p> <p>Two recommendations will be actioned prior to being submitted to Trust Board for approval will include:</p> <ul style="list-style-type: none"> • At least two Independent Members must be present to ensure the quorum of the Sub-Committee. • The chair <u>must be agreed between the Independent Members, in the absence of the TCS Programme Scrutiny Sub-Committee chair.</u> <p>The TCS Programme Scrutiny Sub-Committee ENDORSED the TCS Programme Scrutiny Sub-Committee Terms of Reference.</p>	
6.0	ANY OTHER BUSINESS	
	There were no additional items of business brought for discussion.	
7.0	REVIEW OF THE MEETING	
	There were no additional comments or questions.	



8.0	DATE & TIME OF NEXT MEETING	
	The next meeting for the TCS Programme Scrutiny Sub-Committee will be held on Thursday 17 th October 2024 at 13.30 – 15.00.	
9.0	CLOSE	
	<p>The Committee was asked to adopt the following resolution:</p> <p>That representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960 (c.67).</p>	
10.0	PART B SESSION	
	<p>The following items will be discussed at the Private / Part B session of TCS Programme Scrutiny Sub-Committee:</p> <ul style="list-style-type: none">• nVCC Highlight Report• Governance and Capability Review: Management Action Plan Update• Scheme of Delegation• CAP5 Closing Out Report	