

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

**MINUTES OF THE MEETING HELD**  
**6<sup>th</sup> May 2025 at 1:00pm – 2:00pm**  
**via Teams**

**Members Present:**

Hilary Jones (HJ)	Independent Member (Chair)
Donna Mead (DM)	Trust 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
Mark Trumper (MT)	Senior Responsible Owner
Matthew Bunce (MB)	Executive Director of Finance
Mark Ash (MA)	Assistant Project Director, TCS
Non Gwilym (NG)	Acting Director of Corporate Governance
Sarah Morley (SFM)	Executive Director of OD & Workforce
Matthew Jenkins (MJ)	Welsh Government Representative
David Powell (DP)	nVCC Project Director
Gavin Bryce (GB)	TCS Associate Director of Programme
Sarah Haberfield	Secretariat / Business Support Officer

**Apologies**

David Donegan (DD)	Chief Executive
Dr Jacinta Abraham (JA)	Executive Medical Director
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Rachel Hennessy (RH)	Head of Planning, Performance and Operational Services

1.0	PRELIMINARY MATTERS	ACTION
1.1	<p><b>Welcome &amp; Introductions</b>  <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>HJ welcomed all attendees to the meeting and thanked colleagues for their time and continued engagement.</p>	
1.2	<p><b>Apologies for Absence</b>  <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>Apologies were noted as above.</p>	
1.3	<p><b>Declarations of Interest</b>  <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>No declarations of interest were received.</p>	



2.0.0	<b>STANDARD BUSINESS</b>	
2.1	<p><b>Minutes of Previous Sub-Committee Meetings held on 20<sup>th</sup> March 2025</b> <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>The Sub-Committee <b>APPROVED</b> the minutes of the meeting held on 20<sup>th</sup> March 2025 as an accurate record.</p>	
2.2	<p><b>Action Log</b> <i>Led by Hilary Jones, Interim Chair, and Independent Member</i></p> <p>The Committee received the Action Log, and the following updates were provided:</p> <ul style="list-style-type: none"><li>• <b>Action 157b</b> – It was noted that enhanced reporting for the interdependency management included in the Programme Directors Report. The Committee <b>AGREED</b> to <b>CLOSE</b> the action if content with the enhanced reporting.</li><li>• <b>Action 161</b> – The Authority Deliverables under the PA are included in the overall milestone plan which now forms the monthly dashboard report for the programme. The Committee <b>AGREED</b> to <b>CLOSE</b> the action.</li><li>• <b>Action 165</b> – Narrative is now included in the milestone monthly report. The Committee <b>AGREED</b> to <b>CLOSE</b> the action.</li><li>• <b>Action 166</b> – It was noted NG confirmed they have the list of Community Events and will circulate the dates to the Committee outside of the meeting. The action remains <b>OPEN</b>.</li><li>• <b>Action 167</b> – AC confirmed that a meeting had taken place with the TRaMS Team and have agreed to put an alternative plan in place to go live for septic provision in the new hospital. The action remains <b>OPEN</b>.</li><li>• <b>Action 168</b> – It was noted this is included in the milestone monthly report. The Committee <b>AGREED</b> to <b>CLOSE</b> this action.</li><li>• <b>Action 171</b> - It was noted this is included in the milestone monthly report. The Committee <b>AGREED</b> to <b>CLOSE</b> this action.</li><li>• <b>Action 173</b> - It was noted this is included in the milestone monthly report. The Committee <b>AGREED</b> to <b>CLOSE</b> this action.</li><li>• <b>Action 175</b> – It was noted the revised Terms of Reference is on the agenda for Committee consideration. The Committee <b>AGREED</b> to <b>CLOSE</b> this action.</li><li>• <b>Action 177</b> – It was noted further granular detail has been provided by Workforce colleagues and will be appended to the Programme Directors Report. The Committee <b>AGREED</b> to <b>CLOSE</b> this action.</li></ul> <p>The Sub-Committee <b>NOTED</b> the Action Log, and the updates provided, and emphasised the importance of timely resolution, improved ownership, and forward planning to address outstanding actions ahead of the next meeting.</p>	

<b>3.0</b>	<b>PROJECT GOVERNANCE</b>	
<b>3.1</b>	<p><b>nVCC Project Highlight Report</b>          Led by David Powell, Project Director</p> <p>DP presented the nVCC Project Highlight Report to the Sub-Committee.</p> <ul style="list-style-type: none"> <li>The overall project status was reported as <b>Amber</b>. This is regarding the main hospital and the enabling works.</li> <li>The contractor has addressed the issues with the mechanical systems' design data, and new designs are being submitted. DP informed the Committee that efforts are underway to overcome delays in the early works phase and aim for completion by November 2025. Obtaining approval for the mechanical design is crucial for this progress. Once approved, we will proceed with procurement and integration into the building. We are now meeting the authorities' targets.</li> <li>DP has confirmed its continued focus on two primary Community Benefit Targets: apprenticeships and the recruitment of disadvantaged workers. The number of apprenticeship hires is expected to increase in alignment with the building programme, as skilled trades accelerate their sponsorship of young individuals over the next six months. Creating job opportunities for the long-term unemployed remains a significant challenge, as these opportunities have not been generating sufficient applicants, reflecting the national trend of encouraging specific demographic groups to re-enter the workforce. Progress has been satisfactory concerning the recruitment of disadvantaged workers.</li> <li>In relating to Health and Safety reporting, DP confirmed the same format will be used as the Contractor. There have been four near misses reported.</li> <li>HJ suggested as this was a public facing document it would be beneficial to include content on our success.</li> <li>GJ raised concerns around the formatting of the document.</li> <li>GJ enquired if four near misses was an acceptable level in a construction project of this size. DP will try to work out if this is an acceptable number of near misses, then provide more narrative around this within the report.</li> </ul> <p>DM suggested that it would be useful to note any lessons learned as a consequence of the near misses and safety observations. This would improve our transparency and accountability.</p> <p>MT confirmed the tracking of near misses are being tracked as part of the normal management teams operationally. MT assured the</p>	

Committee Health and Safety is routinely reviewed during our ongoing construction meetings. MT emphasised with the increase in multiple conflicting trades and higher number of people on site, we are expecting to see a rise in near misses. This is purely a function of the timing of the construction phase we are currently in. It was highlighted by MT that it's encouraging to see near misses being reported as this is a crucial part of ensuring that the workplace remains safe and compliant. The level of diligence and responsibility is being executed well.

- DP confirmed engagement is going well.
- GJ recommended that we enhance the meaningfulness of these results. To accomplish this, it is essential to ascertain the number of respondents who participated in the surveys. This information is vital, as understanding the response rate is crucial to accurately assessing whether the survey results highlight a significant issue.

NG stated this was discussed at the Project Board. Various methods are being used to share these survey questions among staff. This information will be included in future reports.

- MA provided a summary of the financial position for the 2024/25 project, indicating a RAG rating of GREEN. The detailed financial summary is as follows:
  - The financial position outlined reflects the financial outturn for 2024-25 of £7.2m. The Trust achieved its financial duty with a reported small surplus on the nVCC and EW Projects.
  - The project overall has an agreed funding of £56.1m, with an actual spend of £7.2m, commitments of £15.2m and project spend of £33.7m. The projected financial position is an underspend of £0.1m.
  - The project has an unallocated resource of £18.0m, which relates to the contingency (QRA) £17.9m and the projected underspend of £0.1m, available to the project to call down. The QRA will be re-assessed on a quarterly basis by the Project Team and its advisors. It was noted that the Project is about third way through the project timeline and has only called down £0.725m of the QRA which represents 4% of the agreed QRA.

GJ raised a question regarding the usage of the QRA, and wondered what would happen if it was not used. MA clarified the resource is provided by Welsh Government. As of now these resources are not allocated to us however, we provide a refresh to Welsh Government on the QRA quarterly where we reassess the risks and, if necessary, adjust reduce the risk level on other items. This ensures that we remain within the overall quantum that we identified as a contingency.

**\*\*ACTION:** MT will arrange for the nVCC Project Highlight Report to be



	<p>modified to include these criteria in the middle to give context on the Health and Safety Report.</p> <p>The Sub-Committee <b>NOTED</b> the nVCC Project Highlight Report for the month of March 2025 and the Project status of <b>AMBER</b>.</p>	<b>MT</b>
<b>3.2</b>	<p><b>Communication and Engagement Update Report</b> <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>NG summarised the Communication and Engagement Update Report and acknowledged that she had received suggestions from the Committee to enhance the report.</p> <p>DM noticed an increase in complaints about noise disturbance on social media. NG mentioned this issue was not covered in the current iteration of the report but will be addressed in the next one. There are ongoing discussions with the Communication Team and Project Director regarding complaints received. Additionally, there have been complaints voiced at the recent Residents Meeting.</p> <p><b>**ACTION:</b> A summary of the summer events across the region will be included in the next iteration of this paper.</p> <p>The Sub-Committee <b>NOTED</b> the Communication and Engagement updates.</p>	<b>NG</b>
<b>4.0</b>	<b>PROGRAMME DELIVERY</b>	
<b>4.1</b>	<p><b>Programme Director and Interdependency Management Report</b> <i>Led by Lauren Fear, Interim Director of Transformation</i> <i>Presented by Gavin Bryce, Associate Director of Programmes</i></p> <p>LF introduced the report covering the period 1<sup>st</sup> March – 31<sup>st</sup> March 2025. Key updates included:</p> <ul style="list-style-type: none"> <li>• LF updated the management of interdependency with AC and the new nVCC Independence Governance. Future discussions will take place to determine the handover period, etc.</li> <li>• GB highlighted matters of escalation around the TRaMs Programme and Workforce, Recruitment risks. Although recruitment was improving.</li> <li>• The majority of the projects as reported are <b>AMBER</b>.</li> <li>• The Workforce area of the report is now embedded in the specific detail of every role that is being recruited with the risk of OCP work.</li> </ul> <p>DM noted that the report contains two different dates for the TRaMS Programme. AC explained that one date is the project start and the other is when aseptic services will be available. The end date is crucial as it aligns with moving into the new hospital. Ongoing discussions with the TRaMS programme aim to ensure a smooth transition with operational</p>	

	<p>control. AC will present a detailed plan at the next Private Trust Board meeting in May.</p> <p>The Sub-Committee <b>NOTED</b> the programme Director and Interdependency management Report and its Delivery Confidence Assessment of <b>AMBER-RED</b>.</p>	
<p><b>5.0</b></p>	<p><b>PROJECT DEVLIERY</b></p>	
<p><b>5.1</b></p>	<p><b>TCS Delivery and Governance Arrangements</b>  <i>Led by Lauren Fear, Interim Director of Transformation</i></p> <p>LF provided the Committee with background on the TCS Delivery and Governance Arrangements highlighting that the Executive Management Board had a detailed discussion at the last meeting on 28<sup>th</sup> April 2025. It is clear that the TCS Programme governance and delivery arrangements have adapted through time. There are only a limited number of further updates to terminology that need to be made, and these will be progressed for completion by the end of June 2025.</p> <p>HJ questioned if this was the right way to deliver the interdependencies as it provides more information rather than assurance. It's crucial to ensure the information not only informs but reassures. LF acknowledged significant strides in this area has been made but was clear that it's not quite where it needs to be.</p> <p>GJ noted it was unclear why we moved away from the Transforming Cancer Services Programme. Initially, these components were to be delivered sequentially as crucial steps towards our objectives, but now they seem to be approached separately. LF stated Velindre Cancer Centre Futures manages all work except for the nVCC Project. LF confirmed the Committee's remit remains unchanged and will continue to manage the interdependencies of the nVCC Project as before.</p> <p>AC emphasised the need to simplify processes by aligning Velindre Cancer Centre Futures with nVCC. The Transforming Cancer Services Project and Velindre Cancer Centre Futures have been separated for too long, and it is time to unify them with standard reporting and templates. AC noted that discussions suggest we're not there yet and welcomed suggestions to avoid added complexity and streamline our efforts.</p> <p>HJ left the meeting with GJ appointed to the role of Chair.</p> <p>DM highlighted the importance of assessing whether the seven individual workstreams collectively deliver Transforming Cancer Services. DM expressed initial reservations about separating the workstreams but recognized that if the new process allows for a comprehensive assessment of the delivery of these workstreams, it would be acceptable. Emphasizing the need for assurance, DM stated that the new arrangements must enable a clear evaluation of the overall delivery of</p>	



	<p>Transforming Cancer Services. LF informed the Committee that work on these projects continues in the same locations as the past two years.</p> <p>The Sub-Committee <b>NOTED</b> the update in the TCS Delivery and Governance Arrangements.</p>	
5.2	<p><b>Amendment to Standing Orders – Schedule 3 Annual Review Sub-Committee Terms of Reference</b></p> <p>HJ rejoined the meeting and resumed in the role as Chair.</p> <p>NG proposed revising the sub-committee's terms of reference to align with the new arrangements from the closure report. The recommendation sought was to increase yearly meetings from four to six, and feedback from the committee was requested. Additionally, the section on interdependencies with the Strategic Development Committee (SDC) could be refined further.</p> <p>NG recognised the importance of clarifying the section on interdependencies relating to the role of the Sub-Committee and agreed to consider the feedback for the next version of the terms of reference. The updated Terms of Reference will be distributed following the meeting.</p> <p><b>**ACTION:</b> NG will amend the section in the Committee Terms of Reference relating to interdependencies from the feedback from the Committee. The updated Terms of Reference will be distributed following the meeting, prior to submission to the Trust Board for APPROVAL.</p> <p>The Sub-Committee <b>ENDORSED</b> for Trust Board the <b>APPROVAL</b> the amendments to the Sub-Committee Terms of Reference outlined in 4.2, which form part of Schedule 3 of the Trust's Standing Orders, subject to the review of the wording relating to the interdependencies.</p>	NG
6.0	<b>CONSENT ITEMS</b>	
	There were no consent items.	
5.0	<b>ANY OTHER BUSINESS</b>	
	MT suggested discussing meeting dates offline, as the current times were inconvenient for him and others, especially Independent Members.	
6.0	<b>REVIEW OF THE MEETING</b>	
	There were no additional comments or questions.	
7.0	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The scheduled date and time of next meeting is on	
8.0	<b>CLOSE</b>	
	HJ formally closed the meeting, expressing thanks for all contributions.	