

# Public Transforming Cancer Services Programme Scrutiny Sub-Committee

Thu 26 January 2023, 12:00 - 12:30

via Microsoft Teams

## Agenda

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### 1. STANDARD BUSINESS

#### 1.1. Welcome and Introductions

*Chair: Stephen Harries*

#### 1.2. Apologies for Absence

*Chair: Stephen Harries*

#### 1.3. Declarations of Interest

*Chair: Stephen Harries*

#### 1.4. Minutes of the Sub-Committee Meeting held on 17th November 2022

*Chair: Stephen Harries*

To approve

 1.4 PUBLIC TCS Programme Scrutiny Sub-Committee Minutes 17.11.22-LF.pdf (4 pages)

#### 1.5. Action Log of the Sub-Committee Meeting held on 17th November 2022

*Chair: Stephen Harries*

To approve

 1.5 PUBLIC TCS Programme Scrutiny Sub-Committee Action Log 24.1.23.pdf (5 pages)

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### 2. PROJECT DELIVERY

#### 2.1. New Velindre Cancer Centre Full Business Case - Strategic Case

*David Powell, Project Director, nVCC and Carl James, Director of Strategic Transformation, Planning & Digital*

To endorse

 2.1 TCS PSSC nVCC FBC Strategic case - Public 26 Jan 2023\_Final Version-LF.pdf (7 pages)

 2.1 nVCC Strategic Case Final.pdf (69 pages)

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### 3. ANY OTHER BUSINESS

*Chair: Stephen Harries*

Prior agreement by the Chair required.

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### 4. REVIEW OF THE MEETING

## 5. DATE AND TIME OF NEXT MEETING

The next meeting will be held on Tuesday 28th February at 2-3pm

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## 6. CLOSE

*The TCS Programme Scrutiny Sub-Committee is asked to adopt the following resolution:*

*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).*

**TCS Programme Scrutiny Committee**  
**Public Session**

**MINUTES OF THE MEETING HELD**  
**17<sup>th</sup> November 2022 at 10.00-11.00am**  
**Trust Headquarters, Nantgarw**  
**(via Teams)**

**Members Present:**

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

**In attendance:**

Carl James (CJames)	Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Dr Jacinta Abraham (JA)	Executive Medical Director
Gavin Bryce (GB)	Planning Performance Programme Manager
Chris Moreton (CM)	Deputy Director of Finance
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Non Gwilym (NG)	Assistant Director Communications and Engagement
Cory Davies (CD)	Project and Programme Co-ordinator
Liane Webber (LW)	Secretariat/Business Support Officer

**Apologies:**

Steve Ham (SHam)	Trust Chief Executive
Matthew Bunce (MB)	Executive Director of Finance
Cath O'Brien (COB)	Chief Operating Officer
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Mark Ash (MA)	Assistant Director of Finance
Huw Llewellyn (HL)	Director of Commercial and Strategic Partnerships
David Powell (DP)	TCS Project Director

1.0	STANDARD BUSINESS	ACTION
1.1	<b>Welcome &amp; Introductions</b>  SHarries welcomed attendees to the meeting.	
1.2	<b>Apologies for Absence</b>  Apologies were noted as above.	
1.3	<b>Declarations of Interest</b>  No declarations of interest were received.	

<b>2.0</b>	<b>CONSENT</b>	
<b>2.1</b>	There were no items of consent.	
<b>3.0</b>	<b>STANDARD BUSINESS</b>	
<b>3.1</b>	<p><b>Minutes of the Sub-Committee Meeting held on 18<sup>th</sup> October 2022</b></p> <p>The minutes of the meeting held on 18<sup>th</sup> October were confirmed as an accurate record.</p>	
<b>3.2</b>	<p><b>Action Log of the Sub-Committee Meeting held on the 18<sup>th</sup> October 2022</b></p> <p>The Sub-Committee <b>approved</b> the action log.</p>	
<b>4.0</b>	<b>PROGRAMME GOVERNANCE</b>	
<b>4.1</b>	<p><b>TCS Programme Finance Report</b></p> <p>CM gave a brief outline of the TCS Programme Finance Report and the following queries were raised:</p> <ul style="list-style-type: none"> <li>• SHarries referred to Appendix 2 (TCS Programme Funding for 2022/23), highlighting the detail “Trust revenue funding from reserves”. It was noted that the Sub-Committee are keen to gain a clear understanding of the potential impact on the Trust’s finances. CM explained the route for managing any additional requests from Trust reserves but agreed to feed back to MA and MB in order to further develop this detail in the report.</li> <li>• CJames noted that the £0.434m sum to support the Integrated Radiotherapy Solution programme has now been returned to the Trust Discretionary fund upon approval of the Full Business Case. DM highlighted that this is a recurrent query at every meeting and requested that when access to Trust discretionary capital is required, a narrative be included in the report to explain what effect, if any, it will have on the Trust’s plans for spending.</li> <li>• GJ reiterated comments made at the last meeting in terms of the complex nature of the report as, although a request for a simplified version had been acknowledged, the complexity remained. CM noted that several points of clarity had been provided but would feed comments back to MA and MB with a view to arranging a meeting with SHarries outside of Committee in order to discuss and clarify expectations.</li> <li>• GJ highlighted the reference to the annual NHS pay award at para 7.28 and queried whether this had been factored into the revenue position in the table above or could still have a further impact on it. CM confirmed that it had been incorporated.</li> </ul> <p>The Sub-Committee <b>noted</b> the TCS Programme Finance Report.</p>	<p><b>CM/MA/ MB</b></p> <p><b>CM/MA/ MB</b></p>



4.2	<b>Communications &amp; Engagement</b>  NG presented the Communications and Engagement update and the following points were raised: <ul style="list-style-type: none"><li>• SHarries highlighted para 3.1 and the statement "...and while some campaigners attended it was overall positive" as this may imply an expectation of negativity surrounding campaigners' attendance. NG agreed that this required clarification as attendance by all had been very much welcomed at the meeting, as although some challenging discussions were prompted, it provided a valuable opportunity to discuss issues and concerns.</li><li>• SHarries highlighted para 3.4 – "Police being called to LCF on 3/10", requesting that LCF be clarified as "Lady Cory Field".</li></ul> The Sub-Committee <b>noted</b> the Communications and Engagement update.	<b>NG</b>  <b>NG</b>
5.0	<b>PROGRAMME DELIVERY</b>	
5.1	<b>Programme Director's Report</b>  CJames gave a brief summary of the Programme Director's Report, noting that the Programme Tranche Review has now received an initial review by the Independent Members. Noted also that the IRS is now ready to be signed and is awaiting ministerial approval.  HJ queried the risk R394 which was listed as new. BL clarified that this is not a new risk but is a long-standing risk being presented in a different way. It was agreed that this was misleading and the words "new risk" should be removed.  GJ noted that a number of the risks have review dates which have passed and requested that these be reviewed. BL explained that these risks were related to the outreach project which is currently still on hold. GJ also highlighted risk R2418 and queried whether the description of the risk required review. BL agreed that this risk in indeed due for review and this would be carried out shortly with an update to follow through the usual reporting.  The Sub-Committee <b>noted</b> the Programme Director's Report.	<b>BL</b>
5.2	<b>Nuffield Recommendations Update</b>  CJames gave a brief outline of the paper and noted that good progress continues to be made.  DM noted that the Heads of Terms had been agreed and that branding work is underway but queried to what extent Velindre has been incorporated in either the nomenclature or the branding. JA reported that the Heads of Terms, which have been written by a member of Velindre staff, are currently in draft and will be taken through Executive Management Board for sign-off. GJ queried whether legal input had been given and this was confirmed.	



	<p>GJ also requested that the document be presented in a way which clearly shows the changes made since the previous version. HJ suggested that the cover paper state the individual action progress rather than contain all of the information already received, to facilitate more efficient action tracking. CJames agreed that due consideration would be given as to how to best meet these requirements.</p> <p>The Sub-Committee <b>noted</b> the Nuffield Recommendations Update.</p>	<b>CJames</b>
<b>6.0</b>	<b>PROJECT DELIVERY</b>	
<b>6.1</b>	<b>Project 4 – Radiotherapy Satellite Centre</b>	
<b>6.1.1</b>	<b>Full Business Case &amp; Planning Update</b>  CJames gave a brief update, noting that the FBC has been approved by Health Boards and is complete and that planning is imminent.  The Sub-Committee <b>noted</b> the Full Business Case & Planning Update.	
<b>7.0</b>	<b>ANY OTHER BUSINESS</b>	
	There were no additional items of business brought for discussion.	
<b>8.0</b>	<b>REVIEW OF THE MEETING</b>	
	There were no additional comments or questions.	
<b>9.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting of the Sub-Committee will be held on Thursday 22 <sup>nd</sup> December at 1.30-2.30pm.	

TCS Programme Scrutiny Sub-Committee

17<sup>th</sup> November 2022

Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
120	<b>TCS Programme Risk Register</b> CJ to pick up with Sarah Morley on the Transforming Cancer Services Programme Delivery Board as Workforce Director to pick up the analysis of the impact of recruitment issues across workstreams.	<b>Sarah Morley</b>	22/03/2022	18/10/22	<ul style="list-style-type: none"> <li>There are four actions related to recruitment (120, 121, 122 and 130).</li> <li>Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee</li> <li>Plan to arrange 'single item agenda' meeting in the week prior to the October Sub-Committee meeting to progress these actions.</li> <li>Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified.</li> </ul>	<b>OPEN</b>
121	<b>TCS Programme Risk Register</b> COB agreed to incorporate into the report addressing the issues that are currently scattered throughout the risk register to give assurance on the totality of the	<b>Cath O'Brien / Sarah Morley</b>	22/03/22	18/10/22	<ul style="list-style-type: none"> <li>There are four actions related to recruitment (120, 121, 122 and 130).</li> </ul>	<b>OPEN</b>



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	workforce issues that are being faced and what is being done to address these. COB agreed to ensure this is broken down to manage the programme of work and delivering the service and the thread that comes through it. COB will work with BL and SM to articulate that and to show what is being done to address this issue.				<ul style="list-style-type: none"> <li>Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee</li> <li>Plan to arrange 'single item agenda' meeting in the week prior to the October Sub-Committee meeting to progress these actions.</li> <li>Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified.</li> </ul>	
122	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee, following a discussion in the June Board Development meeting	<b>Steve Ham/ Sarah Morley</b>	04/05/22	18/10/22	<ul style="list-style-type: none"> <li>There are four actions related to recruitment (120, 121, 122 and 130).</li> <li>Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee</li> <li>Plan to arrange 'single item agenda' meeting in the week prior to the October</li> </ul>	<b>OPEN</b>



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
					<p>Sub-Committee meeting to progress these actions.</p> <ul style="list-style-type: none"> <li>• Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified.</li> </ul>	
<b>130</b>	<p>Noted that work is underway to undertake targeted recruitment of key posts which are proving difficult to fill work with a Recruitment Marketing Agency in order to support us in doing this. Agreed to add to the agenda as a separate item at an upcoming meeting with accompanying paper detailing current needs vs baseline, etc.</p>	<b>Sarah Morley</b>	21/06/22	18/10/22	<ul style="list-style-type: none"> <li>• There are four actions related to recruitment (120, 121, 122 and 130).</li> <li>• Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee</li> <li>• Plan to arrange 'single item agenda' meeting in the week prior to the October Sub-Committee meeting to progress these actions.</li> <li>• Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified.</li> </ul>	<b>OPEN</b>

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
131	<b>TCS Programme Finance Report</b> <b>Trust revenue funding from reserves</b> It was noted that the Sub-Committee are keen to gain a clear understanding of the potential impact on the Trust's finances. CM explained the route for managing any additional requests from Trust reserves but agreed to feed back to MA and MB in order to further develop this detail in the report.	<b>Chris Moreton/ Mark Ash/ Matt Bunce</b>	17/11/22	19/1/23	Complete – CM provided feedback to MA and MB. Further iteration of the TCS finance report has been developed to include an analysis of the Sources of Funding for TCS Programme projects.	<b>CLOSED</b>
132	<b>TCS Programme Finance Report</b> GJ reiterated comments made at the last meeting in terms of the complex nature of the report as, although a request for a simplified version had been acknowledged, the complexity remained. CM noted that several points of clarity had been provided but would feed comments back to MA and MB with a view to arranging a meeting with SHarries outside of Committee in order to discuss and clarify expectations.	<b>Chris Moreton/ Mark Ash/ Matt Bunce</b>	17/11/22	19/1/23	Complete – CM provided feedback to MA and MB. Meeting held with S Harries on 14 <sup>th</sup> December 2022 to discuss initial feedback on the report. Follow up meeting held with wider IM group on 11 <sup>th</sup> January 2023 to present updated draft and gain further feedback on the report. Agreement made to iteratively develop the report to meet the needs of IMs.	<b>CLOSED</b>
133	<b>Communications &amp; Engagement</b> SHarries highlighted para 3.1 and the statement "...and while some campaigners attended it was overall positive" as this may imply an expectation of negativity surrounding campaigners' attendance. NG agreed that this required clarification as attendance by all had	<b>Non Gwilym</b>	17/11/22	19/1/23	Addressed in Trust Board paper	<b>CLOSED</b>

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	been very much welcomed at the meeting, as although some challenging discussions were prompted, it provided a valuable opportunity to discuss issues and concerns.					
134	SHarries highlighted para 3.4 – “Police being called to LCF on 3/10”, requesting that LCF be clarified as “Lady Cory Field”.	Non Gwilym	17/11/22	19/1/23	Addressed in Trust Board paper	CLOSED
135	<b>Programme Director’s Report</b> HJ queried the risk R394 which was listed as new. BL clarified that this is not a new risk but is a long-standing risk being presented in a different way. It was agreed that this was misleading and the words “new risk” should be removed.	Bethan Lewis	17/11/22	19/1/23	Amendment made.	CLOSED
136	<b>Nuffield Recommendations Update</b> GJ requested that the document be presented in a way which clearly shows the changes made since the previous version. HJ suggested that the cover paper state the individual action progress rather than contain all of the information already received, to facilitate more efficient action tracking. CJames agreed that due consideration would be given as to how to best meet these requirements.	Carl James	17/11/22	19/1/23	Discussions internally and with Health Boards and future documents will show progress and changes made between reporting dates.	OPEN