

2025-2026 FOUNDATION PLAN IMPLEMENTATION
PROJECT EXCEPTION REPORT



Exec Sponsor:	TBC	Aim of Project: Cardiac Service Review. Cardiac services are reviewed for optimum commissioning/value/productivity/sustainability. Recommendations arising from review used to inform commissioning intentions for IMTP (SP4.1). <i>Please note: There is a dependency on SS5 & SS6 until this review has concluded and made recommendations.</i>	Project Start:	Jul-25	Overall Status:			
Senior Responsible Officer:	Mel Wilkey		Project End:	Mar-26				
Project Manager:	TBC		Reporting period:	Q3				
1. Overall Status Summary		2. Achievements - What went well this period			3. Set backs - What didn't go so well this period			
Significant Slippage The project is delayed due to staffing capacity constraints and difficulties in securing a provider to undertake the demand and capacity modelling.					Completion of the agreed milestones/deliverables within this period has been impacted by staffing capacity constraints within the Cardiac Commissioning Team and difficulties in securing a provider to undertake the demand and capacity modelling.			
4. Upcoming Key Milestones or Deliverables		Original stated milestone	Expected Delivery Date	Confidence Rating	The Path to Green - How you will get back on track / keep on track	5. What's ahead for the work stream over the next reporting period		
<ul style="list-style-type: none"> Commissioning Framework BID Establishment of Project Team 		30/09/2025 (Q2)	30/09/2025 (Q2)		Q2 - All complete and PID was presented to SSCG on 07/08/2025, also presented to CCLG on 26/08/2025 supported, and presented at JCC Strategy Workshop on 19/08/2025 and agreed with minor amendment to timescale.	Secure a provider to complete the demand and capacity modelling.		
<ul style="list-style-type: none"> Inaugural Project Team Board Meeting Demand and Capacity Modelling Self-Assessment against the Service Specification 		31/12/2025 (Q3)	31/03/2026 (Q4)		<p>Q3 - First Inaugural Project Board meeting took place on the 14/10/2025.</p> <p>Following the project board meeting the PID has been revised. Revisions include changes to the Project Board and Project Team membership and amended timescales. Agreed changes will be included in the project plan.</p> <p>Scoping for the demand and capacity work is underway, awaiting response back from a potential provider for this. This milestone is currently off-track for Q3 25/26, progression is subject to securing a provider proposal in Q4 25/26.</p> <p>The self assessment framework has been developed. The demand and capacity modelling framework has not yet been developed - current scoping for this work is being undertaken and is subject to securing a suitable Provider.</p> <p>Self assessment will be sent to providers to complete in Q4.</p>	The self assessment will be sent to both of the South Wales providers to complete in Q4.		
<ul style="list-style-type: none"> Demand and Capacity Report Stakeholder Communications and Engagement Plan 		31/03/2026 (Q4)	IMTP (Q2 to Q3 2026/27)		Q3 - This milestone is off-track and completion is dependent on the demand and capacity modelling being completed. This milestone is now scheduled to be completed in Q2 to Q3 26/27 as part of the IMTP.	Initiation is subject to completion of the previous milestones/deliverables.		
<ul style="list-style-type: none"> Options Appraisal for Interim and Future Models Business cases for interim and future options 		IMTP	IMTP (Q3 2026/27)		Q3 - Completion of this milestone is expected to be off-track as it is dependent on the demand and capacity modeling being completed. Due to this, the milestone is now scheduled to be completed in Q3 26/27 as part of the IMTP.	Initiation is subject to completion of the previous milestones/deliverables.		
6. Risk Management - Summary of Highest Rated Risks				7. Issue Management - Summary of the Highest Rated Issues				
Summary of Risk	Likelihood	Impact	RAG	Mitigating Actions	Issue Description	Priority	Mitigating actions	Escalation
Unable to progress with the project within this financial year.	5	2	10	Reviewing Cardiac Review project to clarify deliverables and timescales. Securing a provider to complete demand and capacity modeling as part of the Cardiac Service Review. The Cardiac Review has also been submitted as a commissioning intention 'Must-Do' for the NWJCC 2026-29 IMTP.	No issues to report at this time.	Low	N/A	N/A
Wider political decisions around Cardiac Review work.	2	2	4	Keeping updated on the political developments.				
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