

2025-2026 FOUNDATION PLAN IMPLEMENTATION  
PROJECT EXCEPTION REPORT



| <b>Exec Sponsor:</b>  | TBC        | <b>Aim of Project:</b> Equity of access for Welsh patients requiring cardiac devices and provision of care closer to home. (SP4.1 SS5). | <b>Project Start:</b>    | Jul-25  | <b>Overall Status:</b>  |  |                    |            |
|---|------------|---|--------------------------|---|---|--|--------------------|------------|
| <b>Senior Responsible Officer:</b>  | Mel Wilkey |   | <b>Project End:</b>      | Mar-26  |   |  |                    |            |
| <b>Project Manager:</b>   | TBC        |   | <b>Reporting period:</b> | Q3  |   |  |                    |            |
| 1. Overall Status Summary   |            | 2. Achievements - What went well this period  |                          |   | 3. Set backs - What didn't go so well this period   |  |                    |            |
| <b>Significant Slippage</b><br>The project is delayed due to staff constraints and concurrent priorities.                           |            | Project not started as described below.   |                          |   | Due to limited staff availability, upcoming key milestones and deliverables have not been initiated.  |  |                    |            |
| 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   |                    |            |
| Review current provision across Health Boards.  |            | 31/12/2025 (Q3)   | IMTP (Q1 2026/27)        |   | Q3 - This milestone is off-track. This work has been delayed due to staff constraints and concurrent priorities. Scoping work to commence in Q4.  | Progression is subject to available staffing capacity to undertake the scoping work in Q4.                   |                    |            |
| Detailed analysis of current provision and allocated resource, highlighting inequity and variation.                                 |            | 31/12/2025 (Q3)   | IMTP (Q2 2026/27)        |   | Q3 - This milestone is off-track and has been delayed due to staff constraints and concurrent priorities. Scoping work to commence in Q4.   | Initiation is subject to available staffing capacity and the scoping work being completed in Q4.             |                    |            |
| Assess impact of differential arrangements and work to establish a consistent commissioning model, underpinned by agreed baselines. |            | 31/03/2026 (Q4)   | IMTP (Q3 2026/27)        |   | Q3 - This milestone is off-track and has been delayed due to staff constraints and concurrent priorities. Scoping work to commence in Q4.   | Initiation is subject to available staffing capacity and completion of the previous milestones/deliverables. |                    |            |
| Report to Specialist Services Commissioning Group.  |            | 31/03/2026 (Q4)   | IMTP (Q4 2026/27)        |   | Q3 - This milestone is off-track and has been delayed due to staff constraints and concurrent priorities. Scoping work to commence in Q4. This milestone is now scheduled to be completed in Q4 26/27 following completion of the scoping work; the review of current provision; the detailed analysis of current provision being completed and the impact assessment required to establish a consistent commissioning model etc. | Initiation is subject to available staffing capacity and 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 due to staff constraints and concurrent priorities.                  | 5          | 3   | 15                       | Backfill and recruitment of the seconded posts is underway. | 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.              |   |  |                    |            |
|   |            |   | 0                        |   |   |  |                    |            |