


2025-2026 FOUNDATION PLAN IMPLEMENTATION  
PROJECT EXCEPTION REPORT

<b>Exec Sponsor:</b>	TBC	<b>Aim of Project:</b> 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 &amp; SS6 until this review has concluded and made recommendations.</i>	<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>	(Sian Lewis)		<b>Reporting period:</b>	Q4				
<b>1. Overall Status Summary</b>		<b>2. Achievements - What went well this period</b>			<b>3. Set backs - What didn't go so well this period</b>			
<b>Significant Slippage</b> 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.			
<b>4. Upcoming Key Milestones or Deliverables</b>		<b>Original stated milestone</b>	<b>Expected Delivery Date</b>	<b>Confidence Rating</b>	<b>The Path to Green - How you will get back on track / keep on track</b>	<b>5. What's ahead for the work stream over the next reporting period</b>		
<ul style="list-style-type: none"> <li>Commissioning Framework</li> <li>PID</li> <li>Establishment of Project Team</li> </ul>		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"> <li>Inaugural Project Team Board Meeting</li> <li>Demand and Capacity Modelling</li> <li>Self-Assessment against the Service Specification</li> </ul>		31/12/2025 (Q3)	31/03/2026 (Q4)		Q4 - Project Board Board meeting took place on the 10/03/2026. The Board focused on governance arrangements, board composition, and forward planning for the Cardiac programme. Key documents, Project Plan, RAID log etc. to be prepared prior to the next board meeting 07.04.26.  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 Q4 25/26.  The self assessment framework has been developed and will be sent to both South Wales providers to complete. This milestone is currently off-track for Q4 25/26.	The self assessment will be sent to both of the South Wales providers to complete.		
<ul style="list-style-type: none"> <li>Demand and Capacity Report</li> <li>Stakeholder Communications and Engagement Plan</li> </ul>		31/03/2026 (Q4)	IMTP (now confirmed as an Annual Plan 2026/27) (Q2 to Q3 2026/27)		Q4 - 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"> <li>Options Appraisal for Interim and Future Models</li> <li>Business cases for interim and future options</li> </ul>		IMTP (now confirmed as an Annual Plan 2026/27)	IMTP (now confirmed as an Annual Plan 2026/27) (Q3 2026/27)		Q4 - 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.		
<b>6. Risk Management - Summary of Highest Rated Risks</b>				<b>7. Issue Management - Summary of the Highest Rated Issues</b>				
<b>Summary of Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>RAG</b>	<b>Mitigating Actions</b>	<b>Issue Description</b>	<b>Priority</b>	<b>Mitigating actions</b>	<b>Escalation</b>
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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