

# Public: TCS Programme Scrutiny Sub-Committee

Thu 20 June 2024, 13:30 - 14:30

Meeting Room, Velindre Headquarters / Via Microsoft Teams



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

## Agenda

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### 1. STANDARD BUSINESS

#### 1.1. Welcome & Introductions

To Note

*Led by Stephen Harries, Chair and Independent Member*

#### 1.2. Apologies for Absence

To Note

*Led by Stephen Harries, Chair and Independent Member*

#### 1.3. Declarations of Interest

To Note

*Led by Stephen Harries, Chair and Independent Member*

#### 1.4. Minutes of the Sub-Committee Meeting held on 16 May 2024

To Approve

*Led by Stephen Harries, Chair and Independent Member*

 1.4 Public TCS Scrutiny Minutes 16.05.2024 -LF-SH.pdf (4 pages)

#### 1.5. Action Log

To Approve

*Led by Stephen Harries, Chair and Independent Member*

 1.5 Public Action Log.pdf (4 pages)

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### 2. PROGRAMME GOVERNANCE

#### 2.1. TCS Programme Finance Report

To Note

*Led by Mark Ash, Assistant Project Manager*

 2.1 TCS Programme Board Finance Report (May 2024) - Cover Paper.pdf (3 pages)

 2.1 TCS Programme Board Finance Report (May 2024) - Main Report.pdf (14 pages)

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### 3. PROGRAMME DELIVERY

#### 3.1. Programme Directors Report

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To Note

*Led by Carl James, Executive Director of Strategic Transformation, Planning and Digital*

 3.1 Appendix A - DCA Criteria Description.pdf (1 pages)

 3.1 Appendix B - Risk & Issues Checklist\_ June 2024.pdf (1 pages)

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## **4. PROJECT DELIVERY**

### **4.1. Future Shape of TCS Programme – Presentation**

To Note

*Led by Steve Ham, Chief Executive*


*\*PRESENTATION TO FOLLOW\**

### **4.2. TCS Programme Scrutiny Sub-Committee Effectiveness Survey Report**

To Discuss and Endorse

*Led by Lauren Fear, Director of Corporate Governance and Chief of Staff*

 4.2 Effectiveness Survey Cover Paper - TCS V2.pdf (5 pages)

 4.2 Appendix 1 TCS Programme Scrutiny Sub-Committee Annual Effectiveness Survey.pdf (21 pages)

### **4.3. TCS Programme Scrutiny Sub-Committee Annual Report**

To Discuss and Endorse

*Led by Lauren Fear, Director of Corporate Governance and Chief of Staff*

 4.3 Annual Report Cover Paper - TCS V2.pdf (4 pages)

 4.3 Appendix 1 TCS Annual Report 2023 - 2024 V4.pdf (6 pages)

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## **5. ANY OTHER BUSINESS**

*Led by Stephen Harries, Chair and Independent Member*

Prior Agreement by the Chair Required

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## **6. REVIEW OF THE MEETING**

*Led by Stephen Harries, Chair and Independent Member*

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## **7. DATE & TIME OF NEXT MEETING**

Tuesday 23rd July 2024 at 13.00 - 14.30

Meeting Room, Velindre Headquarters

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## **8. CLOSE**

The Board 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

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## 9. PART B SESSION

The following items will be discussed at the Private / Part B session of TCS Programme Scrutiny Sub-Committee:

- Programme Directors Report
- Full Business Case: Completion Steps & Approach
- Project Initiation Document (PID) – including Programme Plan
- PwC Review: 1st iteration response
- MIM Governance Protocol
- CAP 5 Recommendations
- Gateway 3 / Project Assurance Review (PAR) Recommendations
- Risk Mitigation Summary
- Contractual Matters

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

**MINUTES OF THE MEETING HELD**

**16<sup>th</sup> May 2024 at 10.00 – 10.30**

**Meeting Room, Trust Headquarters, Nantgarw  
(via Teams)**

**Members Present:**

Stephen Harries (SH)	Vice Chair and Independent Member (Chair)
Professor Donna Mead (DM)	Trust Chair
Hilary Jones (HJ)	Independent Member
Gareth Jones (GJ)	Independent Member
Lindsay Foyster	Independent Member

**In attendance:**

Steve Ham (SHam)	Trust Chief Executive
Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Matthew Bunce (MB)	Executive Director of Finance
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Dr Jacinta Abraham (JA)	Executive Medical Director
Rachel Hennessy	Interim Director, Velindre Cancer Centre
Mark Ash (MA)	Assistant Project Director, TCS
Andrea Hague	Director of Service Transformation
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Cory Davies (CD)	TCS Project and Programme Co-ordinator

**Apologies:**

Sarah Morley (SM)	Executive Director of OD & Workforce
Gavin Bryce (GB)	Associate Director of Programmes
David Powell (DP)	nVCC Project Director

1.0	STANDARD BUSINESS	ACTION
1.1	<p><b>Welcome &amp; Introductions</b></p> <p><i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>SH welcomed attendees to the meeting.</p>	
1.2	<p><b>Apologies for Absence</b></p> <p><i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>Apologies were noted as above.</p>	

<p><b>1.3</b></p>	<p><b>Declarations of Interest</b>  <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>No declarations of interest were received.</p>	
<p><b>1.4</b></p>	<p><b>Minutes of the Sub-Committee Meeting held on 18<sup>th</sup> April 2024</b>  <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the minutes held on the 18<sup>th</sup> April 2024 as an accurate record.</p>	
<p><b>1.5</b></p>	<p><b>Action Log</b>  <i>Led by Stephen Harries, Vice Chair and Independent Member</i></p> <p>Progress has been made in relation to all actions relating to the Programme Tranche Report this has been updated against each action within the action log. The TCS Programme Scrutiny Sub-Committee noted that there needs to be a consistent message across all actions relating to the Programme Tranche Report. It is suggested to keep the actions open until it is clearly identified which actions have been completed and what is still outstanding.</p> <p>Action 153: It was agreed to close action 153.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the Action Log.</p>	
<p><b>2.0</b></p>	<p><b>PROJECT DELIVERY</b></p>	
<p><b>2.1</b></p>	<p><b>Programme Directors Report: Shaping the Next Stages: Verbal Update</b>  <i>Led by Steve Ham, Trust Chief Executive</i></p> <p>It was noted that some elements of the Full Business Case remain to be completed, but that the majority have been approved to allow signature of the MIM agreement. The Trust is working with Welsh Government to get the Full Business Case completed by the summer.</p> <p>The four workstreams as set out within the Management Case are being worked through currently i.e:</p> <ul style="list-style-type: none"> <li>• Design and Construction</li> <li>• Digital</li> <li>• Transition</li> <li>• Engagement</li> </ul>	

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The Project Board which is chaired by Matt Bunce, Executive Director of Finance is held monthly, however this will be fortnightly in this initial transition phase. The Project Board are working through the issues for the next phase of the project, from June onwards the reporting cycle will be back in place.

The Independent Members raised concerns regarding it taking a few months to get back into the rhythm in regarding to the papers being brought to the TCS Programme Scrutiny Sub-Committee. There are so many elements to the TCS Programme, they are all important to the Trust and the wider Health Community.

Based on the current governance structure the TCS Programme Scrutiny Sub-Committee receive the papers (where possible) three working days prior to the Committee. Where possible, the papers will be published as soon as they are available to allow the Independent Members sufficient time to scrutinise and review papers.

It was queried why the Engagement and Finance agenda items were not included within the May TCS Programme Scrutiny.

One of the workstreams includes engagement, which is being reported to Project Board. Due to the new arrangements of the Project Board, it was confirmed the communication and engagement paper won't report to TCS Programme Scrutiny Sub-Committee in the same way going forward.

There is no Finance Report for this TCS Programme Scrutiny Sub-Committee as it is 'Month 1' and the report is not usually produced for April.

The full workstream reports have been approved at Project Board but the reporting from Project Board to TCS Programme Scrutiny Sub-Committee is yet to be finalised. It is intended that the TCS Programme Scrutiny Sub-Committee will refresh the governance around the reporting to the Sub-Committee. A meeting with the Board is being arranged to discuss arrangements and alignment.

It was confirmed the workstreams are consistent with the PWC review.

A discussion took place regarding discussions and matters raised at the Public Accounts and Public Administration Committee (PAPAC). Government Officials have been briefed by the Trust.

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<b>3.0</b>	<b>ANY OTHER BUSINESS</b>	
	There were no additional items of business brought for discussion.	
<b>4.0</b>	<b>REVIEW OF THE MEETING</b>	
	There were no additional comments or questions.	
<b>5.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting of the TCS Programme Scrutiny Sub-Committee will be held on Thursday 20 <sup>th</sup> June at 13.30 – 15.00.	
<b>6.0</b>	<b>CLOSE</b>	
	<p>The Committee was asked to adopt the following resolution:</p> <p>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).</p>	
<b>7.0</b>	<b>PART B SESSION</b>	
	<p>The following items will be discussed at the Private / Part B session of TCS Programme Scrutiny Sub-Committee:</p> <ul style="list-style-type: none"><li>• Project Initiation Document</li><li>• Whitchurch Land Transfer</li><li>• Contractual Matters</li><li>• Financial Close – Closure Report</li><li>• Closure of Procurement Phase</li></ul>	

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TCS Programme Scrutiny Sub-Committee

June 2024

Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
120	<p><b>Multiple actions linked to work on Programme Tranche Report – in Appendix below</b></p> <p>120 121 122 130</p>	Sarah Morley/ Steve Ham	22/03/2022	Following completion of nVCC business case	<ul style="list-style-type: none"> <li>- SRO to agree approach/ shape of next phases of TCS Programme and VF programme.</li> <li>- Further discussions need to be - held with TCS Programme Scrutiny Sub-Committee members regarding the approach going forward</li> </ul>	OPEN
121	<p><b>TCS Programme Risk Register</b></p> <p>COB agreed to incorporate into the report addressing the common themes that are currently scattered throughout the risk register to give assurance on the totality of the 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.</p>	Steve Ham / Sarah Morley	22/03/2022	Following completion of nVCC business case	<ul style="list-style-type: none"> <li>- Range of work undertaken to develop thematic approach to workforce requirements i.e. 1 of organisational risks in the Trust Assurance Framework approved by the Trust Board</li> <li>- Workforce risks all feature within each of the projects workforce plans and risks/issues register</li> <li>- Workforce recruitment being progressed via the</li> </ul>	OPEN

Corrigendum  
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16/06/23



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
					<i>various project business cases (IRS; RSC; nVCC)</i>	
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>	22/03/2022	Following completion of nVCC business case	<ul style="list-style-type: none"> <li>- <i>Strategic approach to workforce recruitment through the Workforce Supply and Shape programme</i></li> <li>- <i>Workforce risks all feature within each of the projects workforce plans and risks/issues register</i></li> <li>- <i>Workforce recruitment being progressed via the various project business cases (IRS; RSC; nVCC)</i></li> </ul>	<b>OPEN</b>
130	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.	<b>Sarah Morley</b>	22/03/2022	Following completion of nVCC business case	<ul style="list-style-type: none"> <li>- <i>Marketing approach and products developed and being used to support recruitment</i></li> <li>- <i>Qualitative evidence to suggest that potential employees are seeing the investments made as very positive and increasing interest in the Trust as a potential employer</i></li> </ul>	<b>OPEN</b>
143	SA queried whether a list of all current TCS schemes, along with a timeline of completion, was available as this would be a useful reference document to	<b>Gavin Bryce</b>	20/04/23	Following completion of nVCC	<ul style="list-style-type: none"> <li>- <i>Key project have delivery timescales against them (IRS; RSC; nVCC);</i></li> </ul>	<b>OPEN</b>

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No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	provide information and assurance to the public. GB agreed to look at providing a one-page, bullet point update summary.			business case	<ul style="list-style-type: none"> <li>- Work undertaken within Velindre Futures to develop the outreach project with Aneurin Bevan and the Cardiff Cancer Research hub (definitive timelines are required for these projects of work as part of the overall TCS and Velindre Futures programme . These need to be reviewed / revised</li> </ul>	
146	<p>CJ confirmed outside of the meeting he will come up with a clear scope demonstrating what projects or pieces of work are sat where and who's accountable for them. The governance for each of these pieces of work ensuring there are no gaps. This is to provide clarification to the Sub-Committee and will feed up into Trust Board for information and assurance.</p> <p><i>Corrigean Jessica 22/07/2024 16:30:23</i></p>	Carl James	19/06/23	Following completion of nVCC business case	<ul style="list-style-type: none"> <li>- <i>Slides were provided to the Committee members outside of the Committee setting out the projects in the scope of TCS and the accountable officers</i></li> <li>- <i>This is currently being reviewed as the programme and projects move into delivery phase and new projects emerge e.g. Cardiff Cancer Research Hub and timelines for other projects are identified e.g. TRaAMs.</i></li> </ul>	OPEN



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
151	<b>Programme Directors Report</b> Risk 439 has been closed due to water main works being completed week commencing 16 <sup>th</sup> October. It was emphasized a new risk should be generated from this closed risk as the funding hasn't been confirmed yet.	<b>Mark Ash</b>	23/11/2023	20/06/2024 30/06/2024	<i>Assurance was provided to the TCS Programme Scrutiny Sub-Committee that the funding as part of the Enabling Works Full Business Case Addendum is being finalised. Mark Ash confirmed that this will include the final costs on the s.278 works. The Addendum will be submitted to Welsh Government by 30th April 2024.</i>  <i>Update: May 2024 The Enabling Works Full Business Case Addendum has been delayed until June 2024.</i>	<b>OPEN</b>
152	<b>Action Log</b> Further narrative to be added to the action log to ensure clarity on the progress made to date, alongside next steps regarding the approach going forward with the Programme Tranche Report.	<b>Carl James</b>	18/04/2024	16/05/2024 23/07/2024	The Tranche report is held in abeyance at present pending agreement with the SRO regarding how we shape the next phase of the programme and projects	<b>OPEN</b>

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# TCS Programme Scrutiny Sub-Committee

## TCS Programme Finance Report 2024-25

May 2024

<b>DATE OF MEETING</b>	20/06/2024
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<b>PUBLIC OR PRIVATE REPORT</b>	Public
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<b>IF PRIVATE PLEASE INDICATE REASON</b>	Not Applicable - Public Report
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<b>PREPARED BY</b>	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
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<b>PRESENTED BY</b>	Matthew Bunce, Executive Director of Finance
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<b>EXECUTIVE SPONSOR APPROVED</b>	Matthew Bunce, Executive Director of Finance
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<b>REPORT PURPOSE</b>	Note
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### COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING

COMMITTEE OR GROUP	DATE	OUTCOME
N/A		

### ACRONYMS

WG	Welsh Government
Trust	Velindre University NHS Trust
TCS	Transforming Cancer Services
PMO	TCS Programme Management Office
EW	Enabling Works
nVCC	New Velindre Cancer Centre
IRS	Integrated Radiotherapy Solutions Procurement
SDT	Service Delivery and Transformation

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## 1. BACKGROUND

- 1.1 The summary financial position for the TCS Programme for the year 2024-25 as at 31<sup>st</sup> May 2024 is provided below. A detailed table of budget, spend and variance for the capital and revenue expenditure is provided in Appendix 1.

Expenditure Type	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Capital	£1.681m	£0	£6.726m	-£6.726m
Revenue	£0.095m	£0.663m	£0.668m	-£0.005m
<b>Total</b>	<b>£1.776m</b>	<b>£0.663m</b>	<b>£7.395m</b>	<b>-£6.731m</b>

- 1.2 The overall forecast outturn for the Programme is an overspend of £6.731m for the financial year 2024-25 against a budget of £0.663m.
- 1.3 No capital funding has been allocated yet for the projects for financial year, resulting in the aforementioned overspend. A funding request for the nVCC Project has been submitted to WG for c£2.632m and the EW Project funding request will be as part of the EW FBC Addendum.
- 1.4 The main financial risk to the TCS Programme at present is the lack of funding for the capital projects, which is being mitigated by the aforementioned funding request.

## 2. IMPACT ASSESSMENT

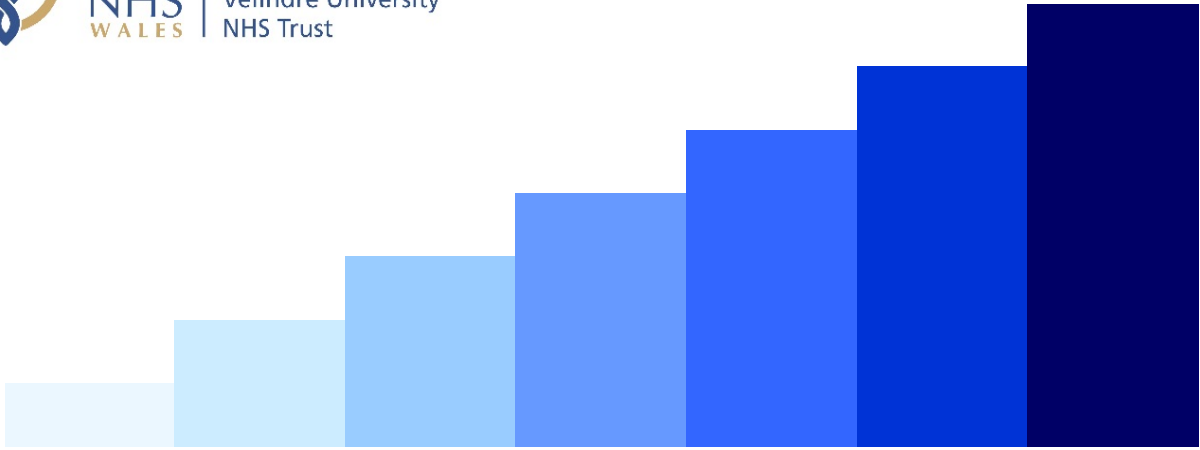
<b>QUALITY AND SAFETY IMPLICATIONS/IMPACT</b>	There are no specific quality and safety implications related to the activity outlined in this report.
<b>RELATED HEALTHCARE STANDARD</b>	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
<b>EQUALITY IMPACT ASSESSMENT COMPLETED</b>	Not required
<b>LEGAL IMPLICATIONS / IMPACT</b>	There are no specific legal implications related to the activity outlined in this report.
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	Yes (Include further detail below)
	The financial implications are clearly outlined in the report.

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### 3. RECOMMENDATION

- 3.1 The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2024-25 as at 31<sup>st</sup> May 2024.

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# TCS PROGRAMME FINANCE REPORT 2024-25

**Period Ending 31<sup>st</sup> May 2024**

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## 1. INTRODUCTION

- 1.1 The purpose of this report is to provide a financial update for the Transforming Cancer Services (TCS) Programme for the financial year 2024-25, outlining spend against budget as at 31<sup>st</sup> May 2024 and the current year-end forecast.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided regularly to both the TCS Programme Delivery Board and Trust Board.

## 2. EXECUTIVE SUMMARY

- 2.1 The summary financial position for the TCS Programme for the year 2024-25 as at 31<sup>st</sup> May 2024 is provided below. A detailed table of budget, spend and variance for the capital and revenue expenditure is provided in Appendix 1.

Expenditure Type	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Capital	£1.681m	£0	£6.726m	-£6.726m
Revenue	£0.095m	£0.663m	£0.668m	-£0.005m
<b>Total</b>	<b>£1.776m</b>	<b>£0.663m</b>	<b>£7.395m</b>	<b>-£6.731m</b>

- 2.2 The overall forecast outturn for the Programme is an overspend of £6.731m for the financial year 2024-25 against a budget of £0.663m.
- 2.3 No capital funding has been allocated yet for the projects for financial year, resulting in the aforementioned overspend. A funding request for the nVCC Project has been submitted to WG for c£2.632m and the EW Project funding request will be as part of the EW FBC Addendum.
- 2.4 The main financial risk to the TCS Programme at present is the lack of funding for the capital projects, which is being mitigated by the aforementioned funding request.

## 3. BACKGROUND

- 3.1 In January 2015 the Minister for Health and Social Services approved the initial version of the Strategic Outline Programme 'Transforming Cancer Services in South East Wales'. Following completion of the Key Stage Review in June/July 2015, approval was received from the Minister to proceed to the next stage of the Programme.
- 3.2 By 31<sup>st</sup> March 2024, the Welsh Government (WG) had provided a total of £63.295m funding (£60.246m capital, £3.049m revenue) to support the TCS Programme. In addition, the Trust had provided £0.264m from its discretionary capital allocation and £0.512m non-recurrent revenue funding.
- 3.3 NHS Commissioners agreed in December 2018 to provide annual revenue funding to the Trust to support TCS Programme, with £0.400m provided in 2018/19, increased to £0.420m thereafter.

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- 3.4 The current funding provided to support the TCS Programme in 2024-25 is £0.663m revenue, with no capital funding allocated as yet. This is outlined in Appendix 2. The sources of funding are summarised below.

### Sources of Capital Funding

#### Initial Allocation (as at 1<sup>st</sup> April 2024)

Project	WG Capital	Total Funding
Enabling Works Project	£0	£0
nVCC Project	£0	£0
Whitchurch Hospital Site	£0	£0
<b>Total</b>	<b>£0</b>	<b>£0</b>

#### Overall Change to Allocation

Project	WG Capital	Total Funding
Enabling Works Project	£0	£0
nVCC Project	£0	£0
Whitchurch Hospital Site	£0	£0
<b>Total</b>	<b>£0</b>	<b>£0</b>

#### Current Allocation (as at 31<sup>st</sup> May 2024)

Project	WG Capital	Total Funding
Enabling Works Project	£0	£0
nVCC Project	£0	£0
Whitchurch Hospital Site	£0	£0
<b>Total</b>	<b>£0</b>	<b>£0</b>

### Sources of Revenue Funding

#### Initial Allocation (as at 1<sup>st</sup> April 2024)

Project	LHB Commissioners	Trust Reserves	Escrow Interest	Total Funding
PMO	£0.240m	£0.078m	£0	£0.318m
EW Project	£0	£0	£0	£0
nVCC Project	£0	£0	£0	£0
SDT Project	£0.180m	£0.140m	£0	£0.320m
<b>Total</b>	<b>£0.420m</b>	<b>£0.218m</b>	<b>£0</b>	<b>£0.638m</b>

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### Overall Change to Allocation

Project	LHB Commissioners	Trust Reserves	Escrow Interest	Total Funding
PMO	£0	£0	£0	£0
EW Project	£0	£0	£0.025m	£0.025m
nVCC Project	£0	£0	£0	£0
SDT Project	£0	£0	£0	£0
<b>Total</b>	<b>£0</b>	<b>£0</b>	<b>£0.025m</b>	<b>£0.025m</b>

### Current Allocation (as at 31<sup>st</sup> May 2024)

Project	LHB Commissioners	Trust Reserves	Escrow Interest	Total Funding
PMO	£0.240m	£0.078m	£0	£0.318m
EW Project	£0	£0	£0.025m	£0.025m
nVCC Project	£0	£0	£0	£0
SDT Project	£0.180m	£0.140m	£0	£0.320m
<b>Total</b>	<b>£0.420m</b>	<b>£0.218m</b>	<b>£0.025m</b>	<b>£0.663m</b>

## 4. CAPITAL POSITION

4.1 The current capital funding for 2024-25 is outlined below:

• Enabling Works Project	£0m
• nVCC Project	£0m
• Whitchurch Hospital Site	£0m
<b>Total</b>	<b>£0m</b>

4.2 The capital position as at 31<sup>st</sup> May 2024 is outlined below, with a forecast overspend of £6.726m for 2024-25. This is due to the lack of capital funding being allocated to the projects to date this financial year.

Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Enabling Works Project	£1.206m	£0	£4.015m	-£4.015m
nVCC Project	£0.474m	£0	£2.710m	-£2.710m
Whitchurch Hospital Site	£0.002m	£0	£0.002m	-£0.002m
<b>Total</b>	<b>£1.681m</b>	<b>£0</b>	<b>£6.726m</b>	<b>-£6.726m</b>

4.3 A funding request for the nVCC Project has been submitted to WG for c£2.632m and the EW Project funding request will be as part of the EW FBC Addendum.

## 5. REVENUE POSITION

5.1 The revenue funding for 2024-25 is outlined below:

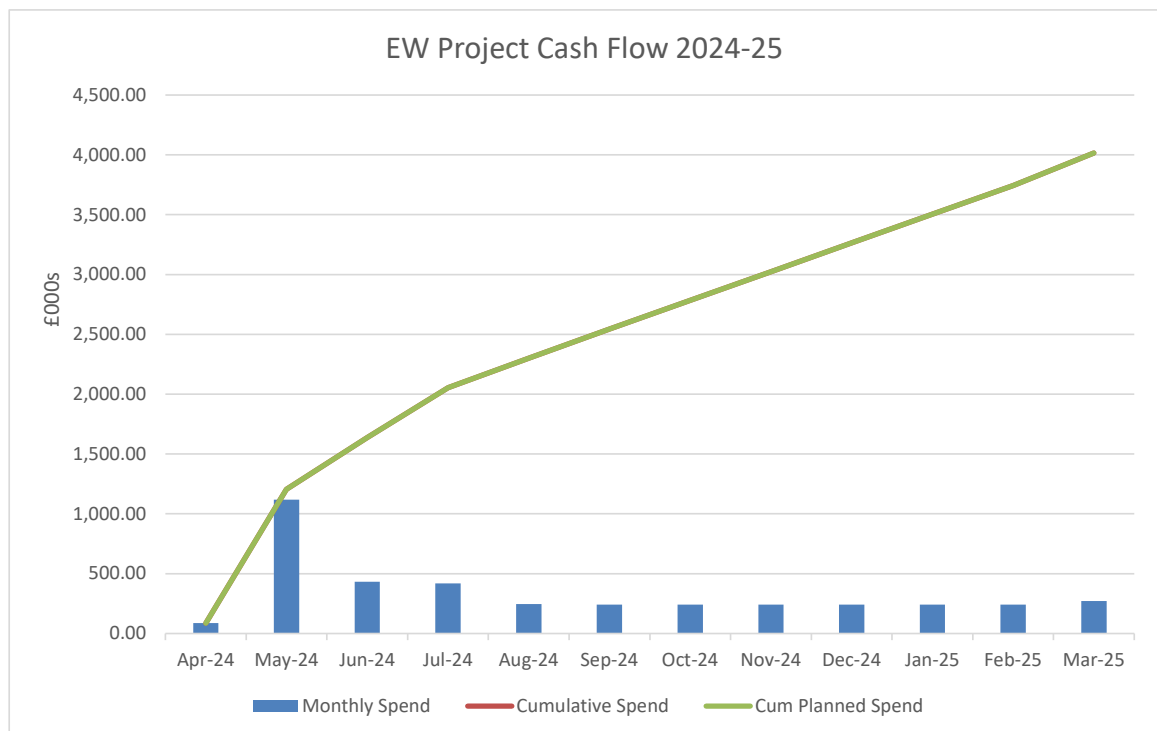
- PMO £0.318m
- Enabling Works Project £0.025m
- nVCC Project £0m
- SDT Project £0.320m
- Total £0.663m**

5.2 The revenue position as at 31<sup>st</sup> May 2024 is outlined below, with a forecast overspend of £0.005m for 2024-25 against a budget of £0.663m.

Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
PMO	£0.048m	£0.318m	£0.318m	£0
EW Project	£0	£0.025m	£0	£0.025m
nVCC Project	£0.004m	£0	£0.030m	-£0.030m
SDT Project	£0.043m	£0.320m	£0.320m	£0
<b>Total</b>	<b>£0.095m</b>	<b>£0.663m</b>	<b>£0.668m</b>	<b>-£0.005m</b>

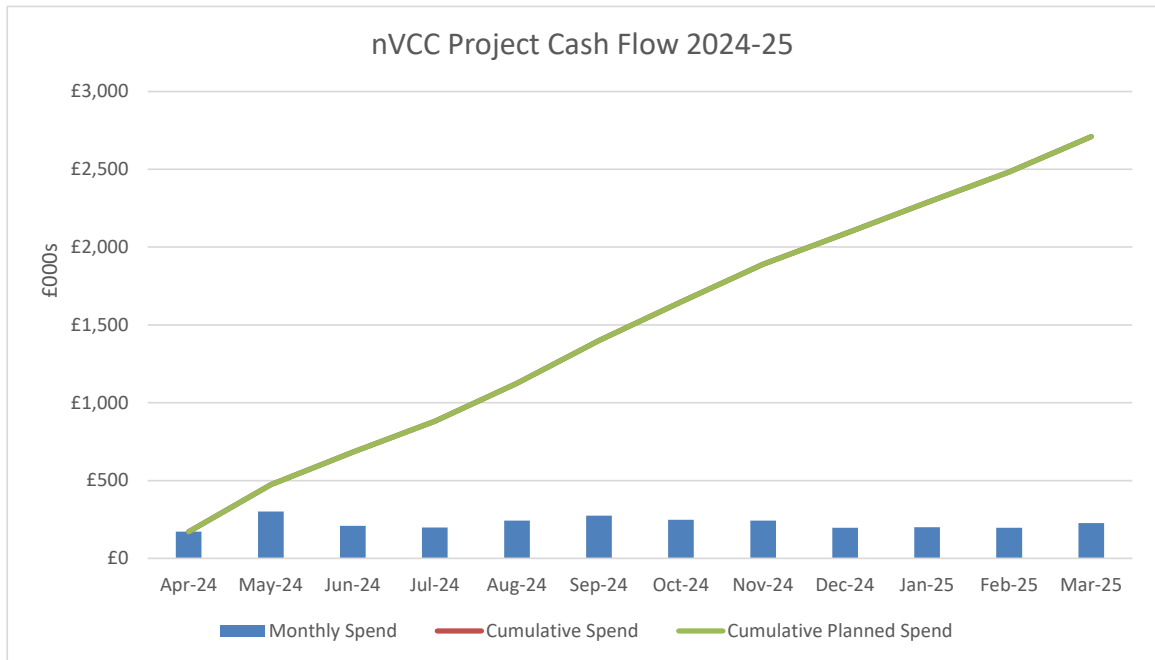
## 6. CASH FLOW

6.1 The capital cash flow for the **Enabling Works Project** is outlined below. The run rate indicates an even distribution of costs for this financial year.



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6.2 The capital cash flow for the **nVCC Project** is outlined below. The run rate indicates an even distribution of costs for this financial year.



6.3 The cash flow for the remainder of the Programme is not reported as it is not of a material nature.

## 7. PROJECT FINANCE UPDATES

7.1 A detailed table of budget, spend and variance is provided in Appendix 1.

### Programme Management Office

7.2 The current revenue funding for the PMO for 2024-25 is £0.328m, with £0.240m of this provide from NHS Commissioners' funding and £0.078m from the Trust Reserves.

7.3 There is no capital funding requirement for the PMO in 2024-25.

7.4 The revenue position for the PMO as at 31<sup>st</sup> May 2024 is shown below, with a forecast breakeven position for the year against a budget of £0.318m.

PMO Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.048m	£0.315m	£0.315m	£0
Non Pay	£0	£0.003m	£0.003m	£0
<b>Total</b>	<b>£0.048m</b>	<b>£0.318m</b>	<b>£0.318m</b>	<b>£0</b>

There are currently no financial risks associated with the PMO for 2024-25.

## Enabling Works Project Capital

- 7.6 There is currently no capital funding for the Enabling Works Project for 2024-25. A funding request of £4.015m has been submitted to WG for this financial year.
- 7.7 The Project's financial position for 31<sup>st</sup> May 2024 is shown below. The forecast position reflects an expected overspend of £4.015m for this financial year.

Enabling Works Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.039m	£0	£0.238m	-£0.238m
Non-Pay	£1.166m	£0	£3.777m	-£3.777m
<b>Total</b>	<b>£1.206m</b>	<b>£0</b>	<b>£4.015m</b>	<b>-£4.015m</b>

- 7.8 The Project spend relates to the following activities:

Description	Year to Date			Financial Year		
	Budget May-24 £	Spend May-24 £	Variance May-24 £	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>						
Project 1b - Enabling Works FBC	0	39,434	-39,434	0	238,273	-238,273
<b>Pay Capital Total</b>	<b>0</b>	<b>39,434</b>	<b>-39,434</b>	<b>0</b>	<b>238,273</b>	<b>-238,273</b>
<b>NON-PAY</b>						
EF02 Utility Costs	0	400,000	-400,000	0	400,000	-400,000
EF03 Supply Chain Fees	0	61,352	-61,352	0	410,352	-410,352
EF04 Non Works Costs	0	4,434	-4,434	0	16,434	-16,434
EF05 ASDA Works	0	562,185	-562,185	0	1,025,685	-1,025,685
EF06 Walters Design & Build	0	128,956	-128,956	0	608,956	-608,956
EF08 Section 278	0	0	0	0	1,158,750	-1,158,750
EF09 Off Site Habitat	0	-211	211	0	-211	211
EFQR Quantified Risk	0	0	0	0	147,300	-147,300
EFQS QRA - SCP	0	0	0	0	0	0
EFRS Enabling Works FBC Reserves	0	9,393	-9,393	0	9,393	-9,393
<b>Enabling Works FBC Project Capital Total</b>	<b>0</b>	<b>1,166,108</b>	<b>-1,166,108</b>	<b>0</b>	<b>3,776,658</b>	<b>-3,776,658</b>
<b>TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE</b>	<b>0</b>	<b>1,205,543</b>	<b>-1,205,543</b>	<b>0</b>	<b>4,014,931</b>	<b>-4,014,931</b>

- 7.9 To date this financial year no capital funding has been provided by WG for the Enabling Works Project. The EW Project funding request will be as part of the EW FBC Addendum.

## Revenue

- 7.10 There is currently revenue funding of £0.025m for the Enabling Works nVCC Project for 2024-25. This is provided from the interest earned from the Enabling Works Escrow bank Account for the ASDA works.
- 7.11 The revenue financial position for the Enabling Works Project for 31<sup>st</sup> May 2024 is shown below, reflecting a current underspend of £0.025m for the year.

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Enabling Works Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Non-Pay	£0	£0.025m	£0	£0.025m
<b>Total</b>	<b>£0</b>	<b>£0.025m</b>	<b>£0</b>	<b>£0.025m</b>

7.12 There is a risk of an underspend of £0.025m for the revenue element of the Enabling Works Project this financial year. However this will be used to offset the expected revenue overspend in the nVCC Project.

### New Velindre Cancer Centre Project Capital

7.13 There is currently no capital funding for the nVCC Project for 2024-25. A funding request of £2.710m has been submitted to WG for this financial year.

7.14 The Project's financial position for 31<sup>st</sup> May 2024 is shown below. The forecast position reflects an expected overspend of £2.710m for this financial year.

Enabling Works Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.215m	£0	£1.313m	-£1.313m
Non-Pay	£0.259m	£0	£1.396m	-£1.396m
<b>Total</b>	<b>£0.474m</b>	<b>£0</b>	<b>£2.710m</b>	<b>-£2.710m</b>

7.15 The Project spend relates to the following activities:

nVCC FBC Project Capital Budget & Spend Summary 2024-25							
Description	Budget May-24 £	Year to Date Spend May-24 £		Variance May-24 £	Annual Budget £	Financial Year	
		Annual Forecast £	Annual Variance £				
<b>PAY</b>							
Project Leadership nVCC	0	55,941	-55,941		0	335,647	-335,647
Project 2d - New Velindre Cancer Centre FBC	0	159,064	-159,064		0	977,754	-977,754
<b>Pay Capital Total</b>	<b>0</b>	<b>215,005</b>	<b>-215,005</b>		<b>0</b>	<b>1,313,401</b>	<b>-1,313,401</b>
<b>NON-PAY</b>							
nVCC Project Delivery	0	6,221	-6,221		0	34,696	-34,696
<b>Work Packages</b>							
VF01 RDD Process	0	18,538	-18,538		0	602,638	-602,638
VF02 Construction Phase	0	6,105	-6,105		0	446,105	-446,105
VF03 Professional Advisors (Call-off Basis)	0	0	0		0	60,000	-60,000
VF04 Reviews	0	160,000	-160,000		0	185,000	-185,000
VFRS nVCC FBC Reserves	0	67,770	-67,770		0	67,770	-67,770
<b>nVCC Project Capital Total</b>	<b>0</b>	<b>252,413</b>	<b>-252,413</b>		<b>0</b>	<b>1,361,513</b>	<b>-1,361,513</b>
<b>TOTAL nVCC OBC CAPITAL EXPENDITURE</b>	<b>0</b>	<b>473,638</b>	<b>-473,638</b>		<b>0</b>	<b>2,709,609</b>	<b>-2,709,609</b>

7.16 To date this financial year no capital funding has been provided by WG for the nVCC Project. An interim funding request for the nVCC Project has been submitted to WG for c£2.632m. The nVCC FBC will update the funding request as costs are finalised.

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### Revenue

- 7.17 There is currently no revenue funding for the nVCC Project for 2024-25.
- 7.18 The revenue financial position for the nVCC Project for 31<sup>st</sup> May 2024 is shown below, reflecting a current overspend of £0.030m for the year.

nVCC Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Non-Pay	£0.004m	£0	£0.030m	-£0.030m
<b>Total</b>	<b>£0.004m</b>	<b>£0</b>	<b>£0.030m</b>	<b>-£0.030m</b>

- 7.19 There is a risk of an underspend of £0.030m for the revenue element of the nVCC Project this financial year. However this will be used to offset the expected revenue underspend in the Enabling Works Project.

### Whitchurch Hospital Site

- 7.20 There is currently no capital funding for the nVCC Project for 2024-25.
- 7.21 The Project's financial position for 31<sup>st</sup> May 2024 is shown below. This spend relates to legal fees associated with the Whitchurch Hospital Site. The forecast position reflects an expected overspend of £0.002m for this financial year.

Whitchurch Hospital Site Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Non-Pay	£0.002m	£0	£0.002m	-£0.002m
<b>Total</b>	<b>£0.002m</b>	<b>£0</b>	<b>£0.002m</b>	<b>-£0.002m</b>

- 7.22 To date there is no funding provided by WG for the Whitchurch Hospital Site, however at present the risk to the Programme is low. The associated costs will be reimbursed by WG.

### Service Delivery and Transformation Project

- 7.23 The revenue funding for the Project for 2024-25 is £0.180m from NHS Commissioners' funding and £0.140m from Trust reserves. The resulting budget is £0.320m for this financial year.
- 7.24 There is no capital funding requirement for the Project in 2024-25.
- 7.25 The SDT Project revenue position for 2024-25 is shown below, with a forecast breakeven position for the year against a budget of £0.320m.

SDT Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.150m	£0.306m	£0.306m	£0
Non-Pay	£0.007m	£0.013m	£0.013m	£0
<b>Total</b>	<b>£0.156m</b>	<b>£0.320m</b>	<b>£0.320m</b>	<b>£0</b>

7.26 There are currently no financial risks associated with the Project for 2024-25.

## 8. KEY RISKS AND MITIGATING ACTIONS

8.1 The main financial risk to the TCS Programme at present is the lack of funding for the capital projects. A funding request for a total of £6.725m has been submitted to WG for to fund these projects.

## 9. TCS SPEND REPORT SUMMARY

9.1 At the end of 2019, a financial model was developed by the TCS Finance Team to provide a spend profile for the TCS Programme. The model allocates reported spend by year to defined deliverables and outputs within each project within the Programme. It also allocates spend to the various resources need to deliver the Programme, such as pay, advisors, suppliers, etc. The output for the model itself is an in-year report providing spend details on a quarterly basis. A cumulative report is also produced for the Programme for its inception to the end of the latest quarter.

9.2 Appendix 3 provides cumulative report to 31<sup>st</sup> March 2022. The report for the financial year 2022-23 is currently being produced.

9.3 The cumulative report shows a total spend for the TCS Programme of £30.352m (£26.481m Capital, £3.871m Revenue). The total pay costs for this period were £11.303m.

9.4 The spend to 31<sup>st</sup> March 2022 for each Project within the Programme is summarised below.

Programme Management Office .....	£1.656m
Project 1 Enabling Works .....	£10.559m
Project 2 nVCC .....	£13.234m
Project 3a Integrated Radiotherapy Solution .....	£0.1.049m
Project 3b Digital Strategy .....	£0.200m
Project 4 Radiotherapy Satellite .....	£0.385m
Project 5 SACT and Outreach .....	£0.002m
Project 6 Service Delivery and Transformation .....	£3.266m
Project 7 Decommissioning .....	£0m

9.5 The five deliverables with the highest spend during this period are:

Project Control .....	£4.390m
Feasibility Studies .....	£2.734m
Planning and Design .....	£2.669m
Outline Business Case (inc revision and approval) .....	£2.456m
Project Agreement .....	£1.838m

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## APPENDIX 1: TCS Programme Budget and Spend as at 31<sup>st</sup> May 2024

<b>TCS Programme Budget &amp; Spend 2024-25</b>						
<b>CAPITAL</b>	<b>Budget</b>	<b>Year to Date</b>		<b>Annual</b>	<b>Financial Year</b>	
	<b>May-24</b>	<b>Spend</b>	<b>Variance</b>	<b>Budget</b>	<b>Annual</b>	<b>Annual</b>
	£	£	£	£	£	£
<b>PAY</b>						
Project Leadership nVCC	0	55,941	-55,941	0	335,647	-335,647
Project 1b - Enabling Works FBC	0	39,434	-39,434	0	238,273	-238,273
Project 2d - New Velindre Cancer Centre FBC	0	159,064	-159,064	0	977,754	-977,754
<b>Capital Pay Total</b>	<b>0</b>	<b>254,439</b>	<b>-254,439</b>	<b>0</b>	<b>1,551,673</b>	<b>-1,551,673</b>
<b>NON-PAY</b>						
nVCC Project Delivery	0	6,221	-6,221	0	34,696	-34,696
Project 1b - Enabling Works FBC	0	1,166,108	-1,166,108	0	3,776,658	-3,776,658
Project 2c - Whitchurch Hospital Site	0	1,763	-1,763	0	1,763	-1,763
Project 2d - New Velindre Cancer Centre FBC	0	252,413	-252,413	0	1,361,513	-1,361,513
<b>Capital Non-Pay Total</b>	<b>0</b>	<b>1,426,504</b>	<b>-1,426,504</b>	<b>0</b>	<b>5,174,630</b>	<b>-5,174,630</b>
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>1,680,944</b>	<b>-1,680,944</b>	<b>0</b>	<b>6,726,303</b>	<b>-6,726,303</b>

<b>REVENUE</b>						
	<b>Budget</b>	<b>Year to Date</b>		<b>Annual</b>	<b>Financial Year</b>	
	<b>May-24</b>	<b>Spend</b>	<b>Variance</b>	<b>Budget</b>	<b>Annual</b>	<b>Annual</b>
	£	£	£	£	£	£
<b>PAY</b>						
Programme Management Office	47,765	47,776	-11	315,194	315,194	0
Project 6 - Service Change Team	42,766	42,920	-154	306,246	306,246	0
<b>Revenue Pay Total</b>	<b>90,532</b>	<b>90,697</b>	<b>-165</b>	<b>621,441</b>	<b>621,441</b>	<b>0</b>
<b>NON-PAY</b>						
Enabling Works FBC	0	0	0	25,060	0	25,060
nVCC FBC	0	4,319	-4,319	0	30,000	-30,000
Programme Management Office	0	0	0	3,228	3,228	0
Project 6 - Service Change Team	1,000	259	741	13,670	13,670	0
<b>Revenue Non-Pay Total</b>	<b>1,000</b>	<b>4,578</b>	<b>-3,578</b>	<b>41,957</b>	<b>46,897</b>	<b>-4,940</b>
<b>REVENUE TOTAL</b>	<b>91,532</b>	<b>95,275</b>	<b>-3,743</b>	<b>663,398</b>	<b>668,338</b>	<b>-4,940</b>

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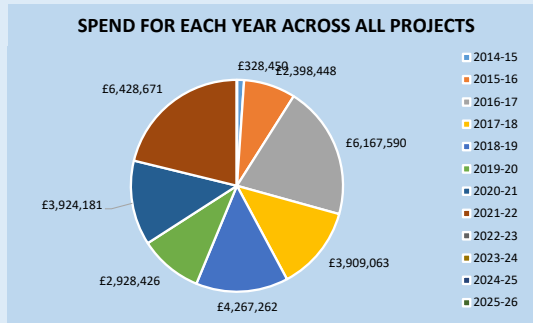
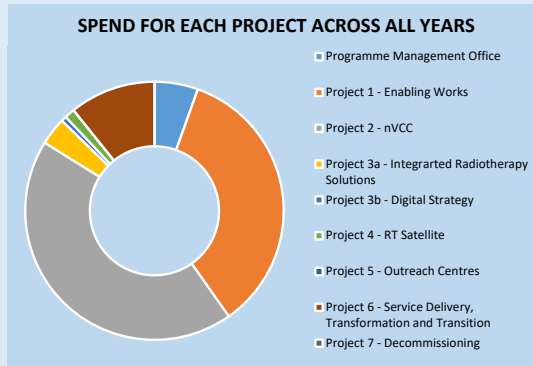
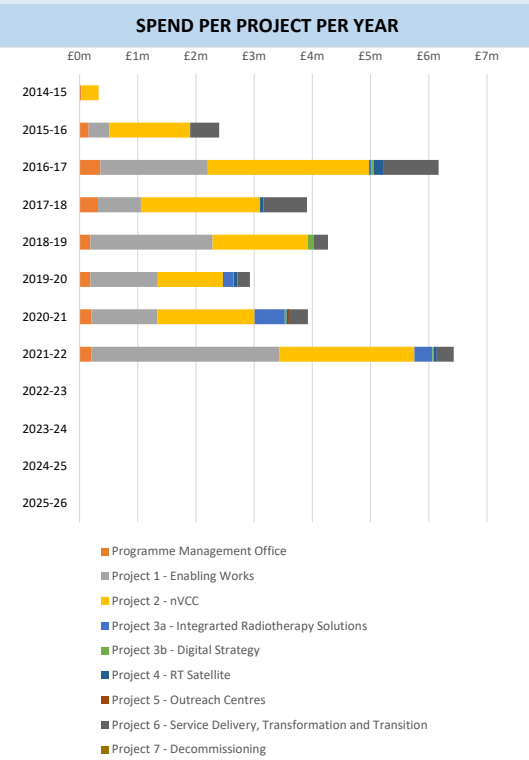
## APPENDIX 2: TCS Programme Funding for 2024-25

Description	Date	Funding Type	
		Capital	Revenue
<b>Programme Management Office</b>		<b>£0</b>	<b>£0.318m</b>
Commissioner's Funding	01 April 2024	£0	£0.240m
Trust Revenue Funding	01 April 2024	£0	£0.078m
<b>Enabling Works FBC</b>		<b>£0</b>	<b>£0.025m</b>
WG Funding - tbc	-	£0	£0
Escrow Bank Account Interest	04 June 2024	£0	£0.025m
<b>New Velindre Cancer Centre FBC</b>		<b>£0</b>	<b>£0</b>
WG Funding - tbc	-	£0	£0
<b>Whitchurch Hospital Site</b>		<b>£0</b>	<b>£0</b>
WG Funding - tbc	-	£0	£0
<b>Radiotherapy Satellite Centre</b>		<b>£0</b>	<b>£0</b>
No funding requested or provided for this project to date	-	£0	£0
<b>SACT and Outreach</b>		<b>£0</b>	<b>£0</b>
No funding requested or provided for this project to date	-	£0	£0
<b>Service Delivery, Transformation and Transition</b>		<b>£0</b>	<b>£0.320m</b>
Commissioner's Funding	01 April 2024	£0	£0.180m
Trust Revenue Funding	01 April 2024	£0	£0.140m
<b>VCC Decommissioning</b>		<b>£0</b>	<b>£0</b>
No funding requested or provided for this project to date	-	£0	£0
<b>Total</b>		<b>£0</b>	<b>£0.663m</b>

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# APPENDIX 3: TCS Cumulative Spend Report to 31<sup>st</sup> March 2022

## SUMMARY OF CUMULATIVE TCS SPEND TO 31 MARCH 2022

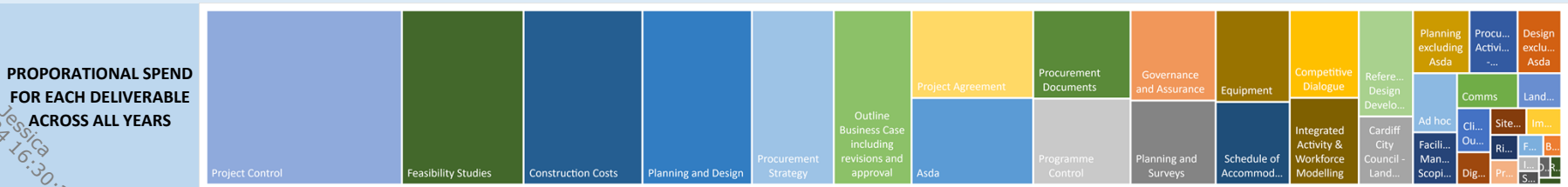


### TOTAL SPEND BY PROJECT TO DATE

Project	Total Spend (£)
Programme Management Office	£1,655,897
Project 1 - Enabling Works	£10,559,242
Project 2 - nVCC	£13,234,264
Project 3a - Integrated Radiotherapy Solutions	£1,049,380
Project 3b - Digital Strategy	£199,786
Project 4 - RT Satellite	£385,490
Project 5 - Outreach Centres	£1,909
Project 6 - Service Delivery, Transformation and Transition	£3,266,123
Project 7 - Decommissioning	-






### SUPPLIERS WITH HIGHEST EXPENDITURE TO DATE

1	Payroll	£11,048,740
2	Mott MacDonald	£5,614,021
3	DLA Piper	£3,398,669
4	Non Pay Costs	£1,043,962
5	Price Waterhouse Coopers	£848,084



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## Appendix A – Delivery Confidence Assessment

Colour	Criteria Description
	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
	Successful delivery of the project/programme appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The project/ programme may need re-baselining and/or overall viability re-assessed.

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Item	Yes / No (Further Comment)	Checked by:	QA by:
All Risks / Issues have an Owner	Yes	CD	GB
All Risk / Issues Descriptions are clearly written	Yes	CD	GB
All Mitigations / Actions have an Owner	Yes	CD	GB
All Mitigations / Actions are clearly written (SMART)	Yes	CD	GB
All Risks / Issues have been reviewed and updated by Owners	Yes	CD	GB
All Risks / Issues have correct Next Review Date / Next Action Due Date	Yes	CD	GB
All Risks / issues have been correctly recorded as Private & Confidential	Yes	CD	GB



03/06/2024

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**TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE**

**TCS Programme Scrutiny Sub-Committee Effectiveness Survey Report**

<b>DATE OF MEETING</b>	20/06/2024
<b>PUBLIC OR PRIVATE REPORT</b>	Public
<b>IF PRIVATE PLEASE INDICATE REASON</b>	NOT APPLICABLE - PUBLIC REPORT
<b>REPORT PURPOSE</b>	<b>DISCUSS AND ENDORSE</b>
<b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b>	NO
<b>PREPARED BY</b>	Jessica Corrigan, Business Support Officer / Committee Secretariat
<b>PRESENTED BY</b>	Lauren Fear, Director of Corporate Governance & Chief of Staff
<b>APPROVED BY</b>	Lauren Fear, Director of Corporate Governance & Chief of Staff
<b>EXECUTIVE SUMMARY</b>	This report provides the TCS Programme Scrutiny Sub-Committee with the results of the Annual effectiveness survey for the reporting period: 01 April 2023 – 31 March 2024.
<b>RECOMMENDATION / ACTIONS</b>	TCS Programme Scrutiny Sub-Committee is asked to <b>DISCUSS</b> the content of the report and <b>ENDORSE</b> the TCS Programme Scrutiny Sub-Committee effectiveness survey report.

Corriged by Jessica  
 22/07/2024 16:30:23

<b>GOVERNANCE ROUTE</b>	
<b>List the Name(s) of Committee / Group who have previously received and considered this report:</b>	<b>Date</b>
<b>SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS</b>	

**7 LEVELS OF ASSURANCE – N/A**

**APPENDICES – N/A**

## 1. SITUATION

The TCS Programme Scrutiny Sub-Committee Annual Effectiveness Survey provides a tool for TCS Programme Scrutiny Sub-Committee to assess its effectiveness against more than just the basic requirements: it provides the opportunity for the Sub-Committee to check and assess its effectiveness and operations to give greater confidence and assurance on how it can best meet the requirements of its role.

This report provides the TCS Programme Scrutiny Sub-Committee with the results of the Annual Effectiveness Survey for the reporting period: **01 April 2023 – 31 March 2024**.

## 2. BACKGROUND

The Annual TCS Programme Scrutiny Sub-Committee Effectiveness Survey consisted of twenty questions administered via an online survey platform (Microsoft Forms). All questions were posed in a structured format and survey respondents were invited to provide their answer together with any supporting comments as required. The questionnaire was designed to require respondents to answer each question before enabling progression onto the next question. Respondents were given the opportunity to complete the survey within one due

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to tight timings, following which the survey link became inactive. No personal data was collected in the completion of the survey questionnaire.

23 people were asked to complete the survey including the Trust Chair, Independent Members, Executive Directors and Non-Executive Directors of the TCS Programme Scrutiny Sub-Committee. 6 responses were received, giving an overall completion rate of **26%**. The full survey results are outline with the report (appendix 1).

### 3. IMPACT ASSESSMENT

<b>TRUST STRATEGIC GOAL(S)</b>	
Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals: YES - Select Relevant Goals below	
If yes - please select all relevant goals:	
<ul style="list-style-type: none"> <li>• Outstanding for quality, safety and experience <input checked="" type="checkbox"/></li> <li>• An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations <input type="checkbox"/></li> <li>• A beacon for research, development and innovation in our stated areas of priority <input type="checkbox"/></li> <li>• An established 'University' Trust which provides highly valued knowledge for learning for all. <input checked="" type="checkbox"/></li> <li>• A sustainable organisation that plays its part in creating a better future for people across the globe <input checked="" type="checkbox"/></li> </ul>	
<b>RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF)</b> <i>For more information: <a href="#">STRATEGIC RISK DESCRIPTIONS</a></i>	Choose an item
<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	Choose a domain/domains.
	<ul style="list-style-type: none"> <li>Safe <input type="checkbox"/></li> <li>Timely <input type="checkbox"/></li> <li>Effective <input type="checkbox"/></li> <li>Equitable <input type="checkbox"/></li> <li>Efficient <input type="checkbox"/></li> <li>Patient Centred <input type="checkbox"/></li> </ul>

Corrigan, Jessica  
22/07/2024 16:30:23



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

<b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b> <i>For more information:</i> <a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a>	Not required

Corrigan, Jessica  
22/07/2024 16:30:23



<b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b>	
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	Not applicable
<b>EQUALITY IMPACT ASSESSMENT</b> <i>For more information:</i> <a href="https://nhs.wales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.asp">https://nhs.wales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.asp</a> <a href="#">x</a>	Not required
<b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b>	Choose an item
	Click or tap here to enter text

#### 4. RISKS

<b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b>	No
--	----

Corrigan, Jessica  
22/07/2024 16:30:23

## TCS PROGRAMME SCRUTINY SUB-COMMITTEE ANNUAL EFFECTIVENESS SURVEY 2022-2023

### 1. INTRODUCTION

The TCS Programme Scrutiny Sub-Committee Annual Effectiveness Survey provides a tool for TCS Programme Scrutiny Sub-Committee to assess its effectiveness against more than just the basic requirements: it provides the opportunity for the Sub-Committee to check and assess its effectiveness and operations to give greater confidence and assurance on how it can best meet the requirements of its role.

This report provides the TCS Programme Scrutiny Sub-Committee with the results of the Annual Effectiveness Survey for the reporting period: **01 April 2023 – 31 March 2024**.

### 2. METHODOLOGY

The Annual TCS Programme Scrutiny Sub-Committee Effectiveness Survey consisted of twenty questions administered via an online survey platform (Microsoft Forms). All questions were posed in a structured format and survey respondents were invited to provide their answer together with any supporting comments as required. The questionnaire was designed to require respondents to answer each question before enabling progression onto the next question. Respondents were given the opportunity to complete the survey within one due to tight timings, following which the survey link became inactive. No personal data was collected in the completion of the survey questionnaire.

### 3. FINDINGS

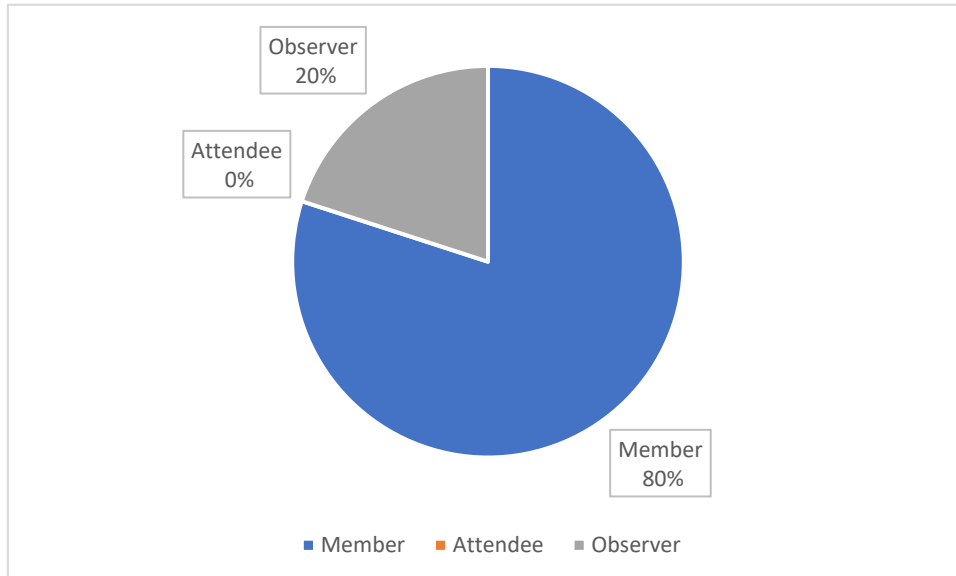
23 people were asked to complete the survey including the Trust Chair, Independent Members, Executive Directors and Non-Executive Directors of the TCS Programme Scrutiny Sub-Committee. 6 responses were received, giving an overall completion rate of **26%**. The full survey results are outlined below:

Corrigan Jessica  
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## SURVEY RESULTS

### SURVEY QUESTION 1:

**Please indicate if you are a member i.e., Independent Member/Executive Director, an Attendee or an Observer of the Committee**

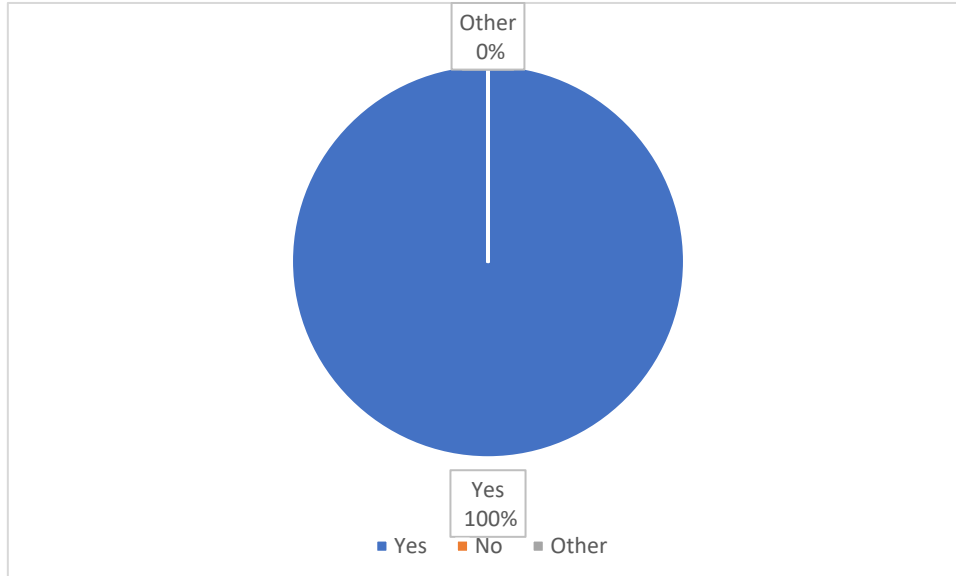


Of all 23 individuals invited to complete the survey, 6 responses were received. 5 were member of the TCS Programme Scrutiny Sub-Committee and 1 attendee.

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 2:**

**Are there clear Terms of Reference, with clarity as to the role of the Committee and the relationship between the Committee and the Trust Board**

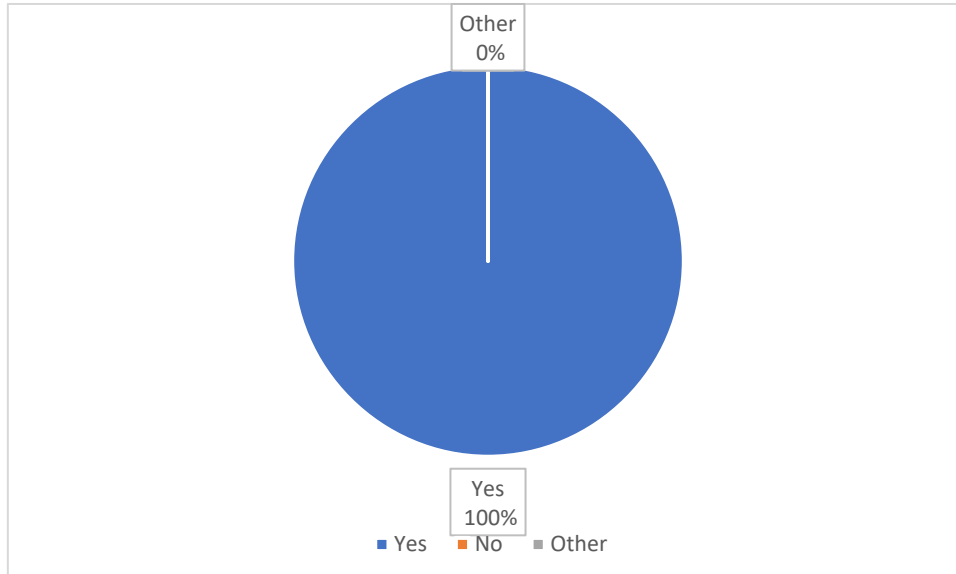


All 6 responses received agreeing there are clear Terms of Reference, with clarity as to the role of the TCS Programme Scrutiny Sub-Committee and the relationship between the Committee and the Trust Board.

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 3:**

**Has the Committee established a cycle of business to be dealt with during the year?**



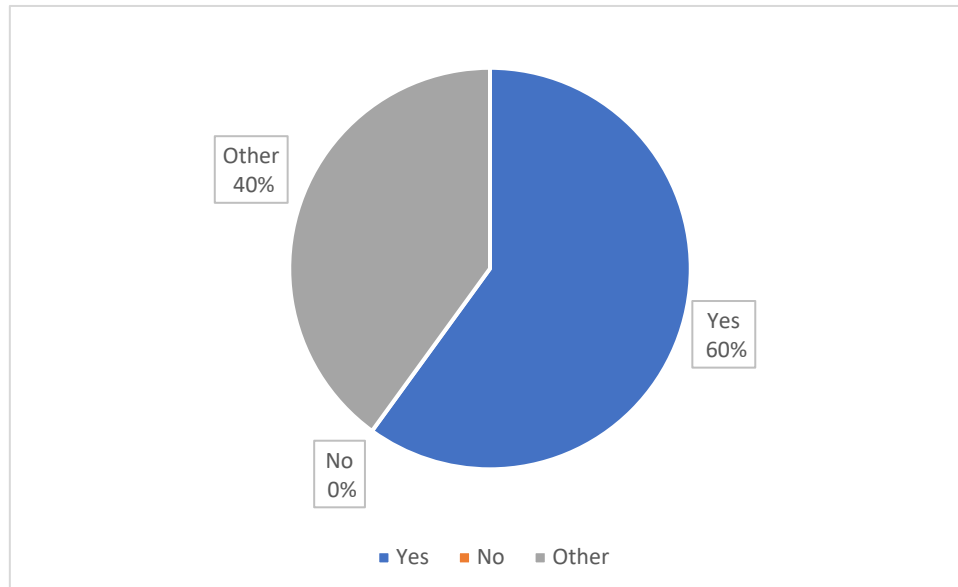
3 out of 6 responses agreed the Committee has an established cycle of business which has been dealt with during the year. 1 of the responses disagreed. The remaining 2 responses provided the following supporting comments:

OTHER - COMMENTS	
1	There has been such a focus on nVCC that other business has suffered
2	Difficult to have a cycle of business when a number of matters are ad hoc

Corrigan Jessica  
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**SURVEY QUESTION 4:**

**Question 4 - Are the number and length of meetings sufficient to allow the Committee to fully discharge its duties?**



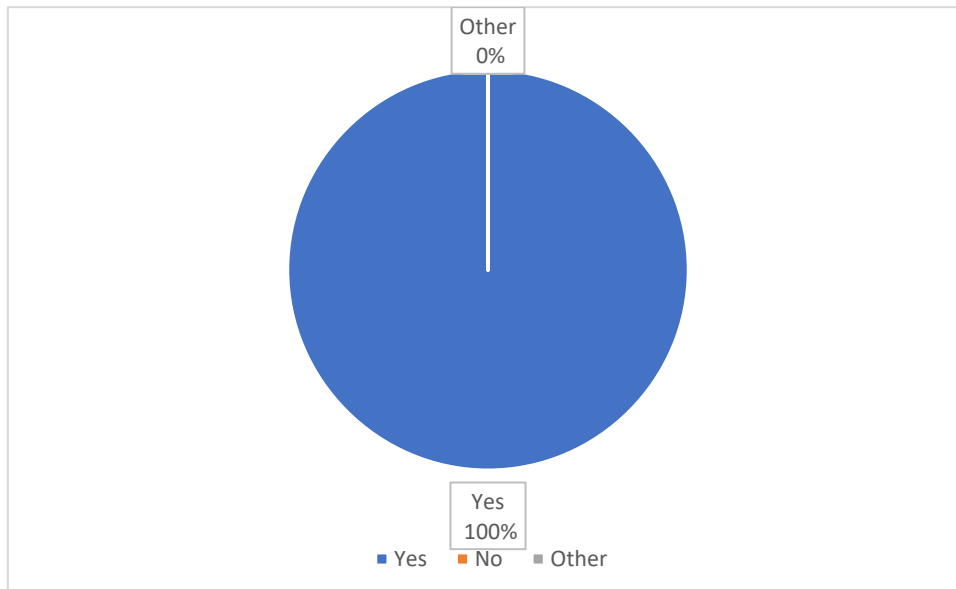
2 responses agreed the number and length of meetings were sufficient to allow the TCS Programme Scrutiny Sub-Committee to fully discharge its duties. 1 response received that disagreed. 4 support comments were made:

OTHER - COMMENTS	
1	Far too many meetings and far too many meeting changes- lack of structure, planning & organisation
2	Sometimes the agenda is very full and this squeezes the time available or risks the committee over running. presentations from the exec lead can sometimes be over long especially as the members will have read the papers
3	Large number of extraordinary meetings prior to financial close of nVCC
4	Under normal circumstances - yes

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 5:**

**Are Committee meetings scheduled prior to important decisions being made?**



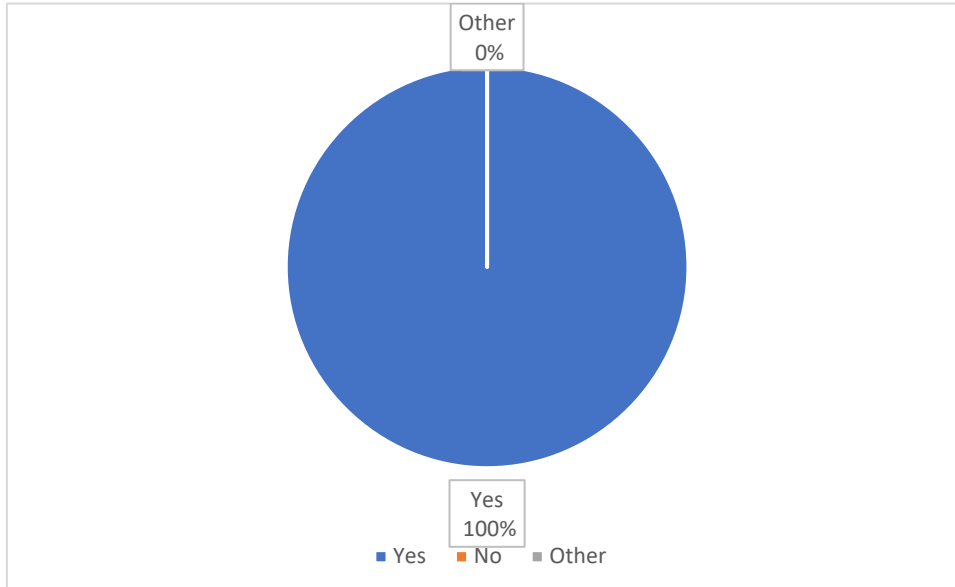
3 out of 6 responses were of the opinion the TCS Programme Scrutiny Sub-Committee meetings scheduled prior to important decisions being made. The following 3 additional comments were made:

OTHER - COMMENTS	
1	Far too many meetings and chaotic management as detailed above
2	Usually - sometimes not enough time to read papers properly
3	Felt a little frenetic ahead of nVCC financial close. Also some retrospective endorsements required in respect of already committed expenditure

Corrigan Jessica  
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**SURVEY QUESTION 6:**

**Has the Committee been provided with sufficient authority and resources to fulfil its role effectively?**



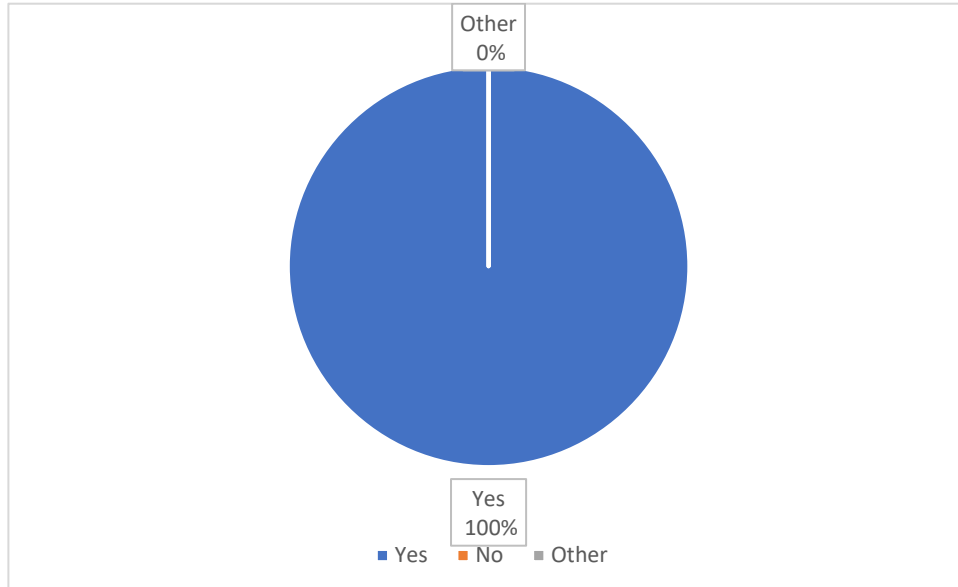
4 responses agreed the TCS Programme Scrutiny Sub-Committee were provided with sufficient authority and resources to fulfil its role effectively. 2 disagreed with this position. The following additional comment was recorded:

<b>OTHER - COMMENTS</b>	
1	Given the level of board escalation this is difficult to ascertain

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 7:**

**Is the behaviour of all members/attendees at Committee meetings courteous and professional?**



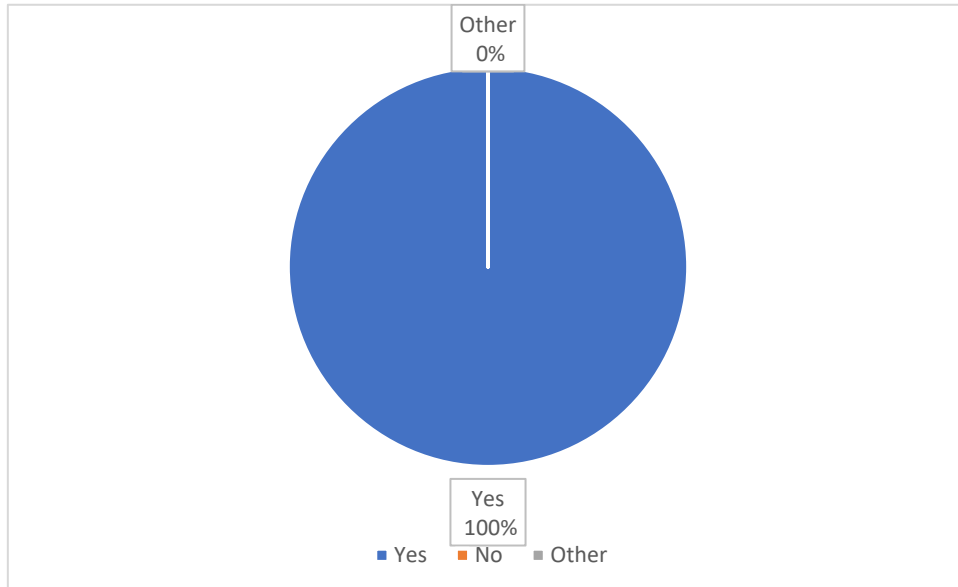
5 out of 6 response received agree the behaviour of all member / attendees at the Committee meetings are courteous and professional. 1 response was received to disagree. The following supporting comment was recorded:

<b>OTHER - COMMENTS</b>	
1	Frequently feels as if attendees 'talk at' Committee members and feed information and are not always open to constructive challenge and feedback

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**SURVEY QUESTION 8:**

**Does the Committee Chair have a positive impact on the performance of the Committee?**

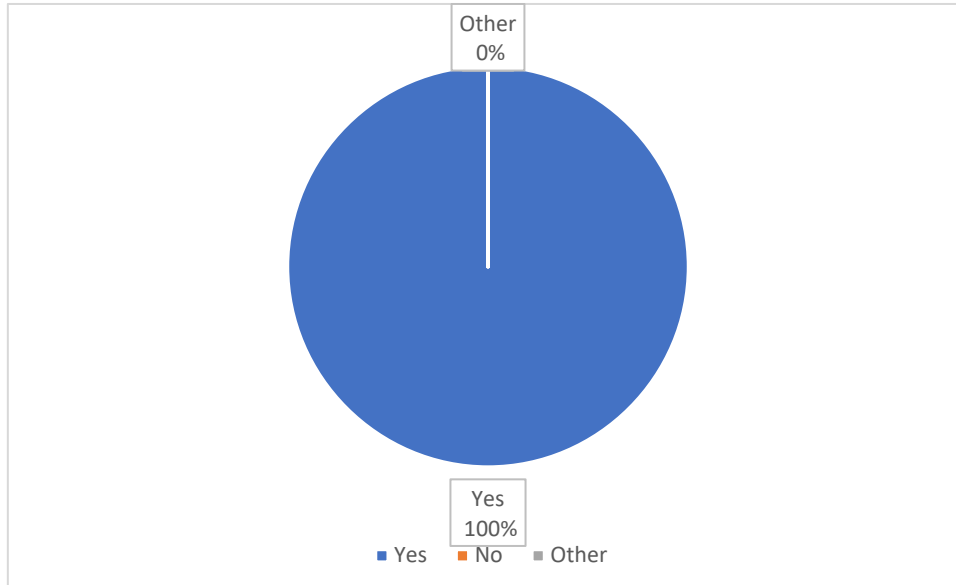


All responses received agreed with the Committee Chair having a positive impact on the performance of the Committee.

Corrigan Jessica  
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**SURVEY QUESTION 9:**

**Are Committee meetings chaired effectively with clarity of purpose and outcome?**



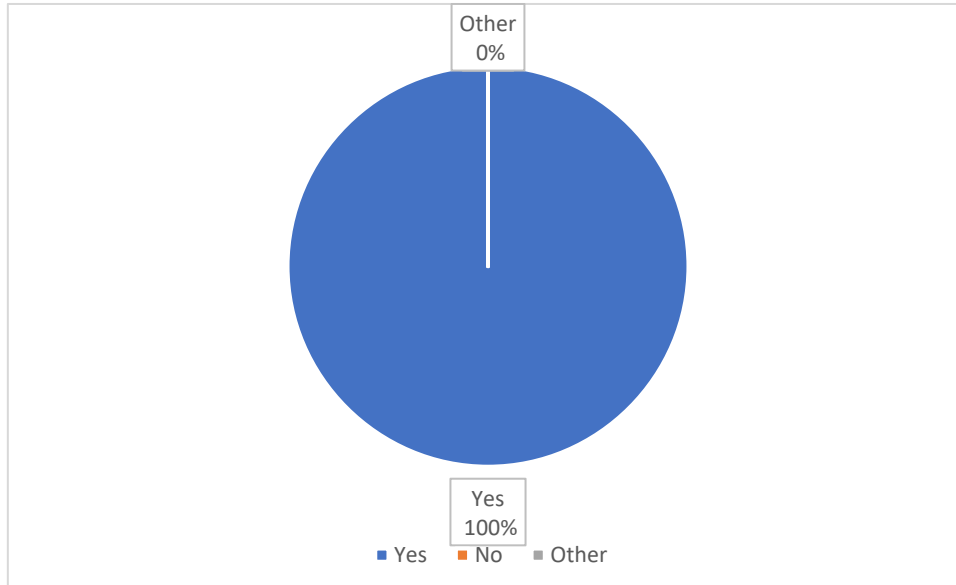
5 responses agreed with the TCS Programme Scrutiny Sub-Committee meetings being chaired effectively with clarity of purpose and outcome. An additional comment received which is outlined below:

OTHER - COMMENTS	
1	Too much detail provided frequently resulting in deep diving into operational delivery space

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 10:**

**Is each agenda item closed off with clarity on the decision/outcome of discussion?**



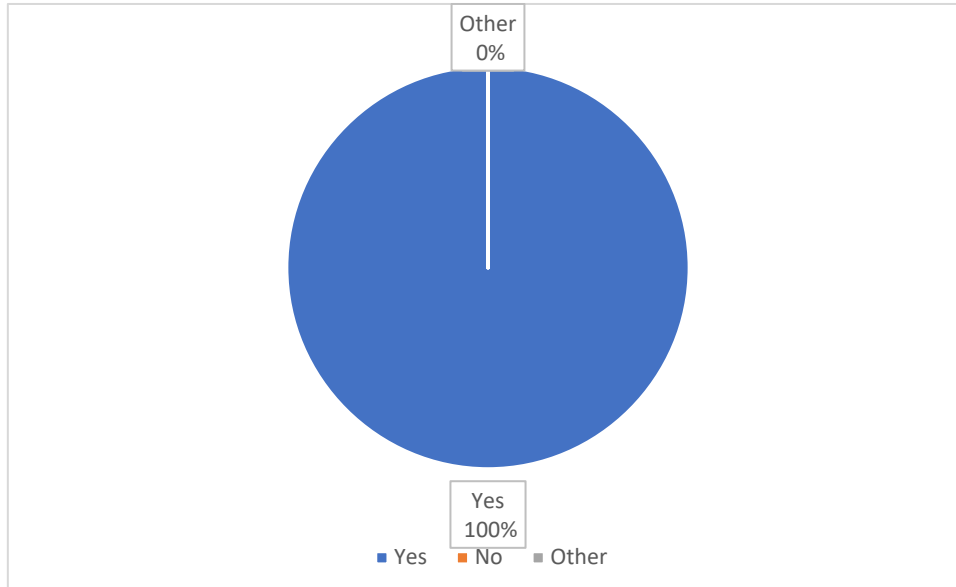
5 responses agreed each agenda items closed off with clarity on the decision / outcome of discussion. 1 response received disagreeing. The following supporting comment was provided:

OTHER - COMMENTS	
1	The ask of the committee in papers is often vague

Corrigan Jessica  
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**SURVEY QUESTION 11:**

**Does the Committee Chair allow debate to flow freely and not assert their own views too strongly?**

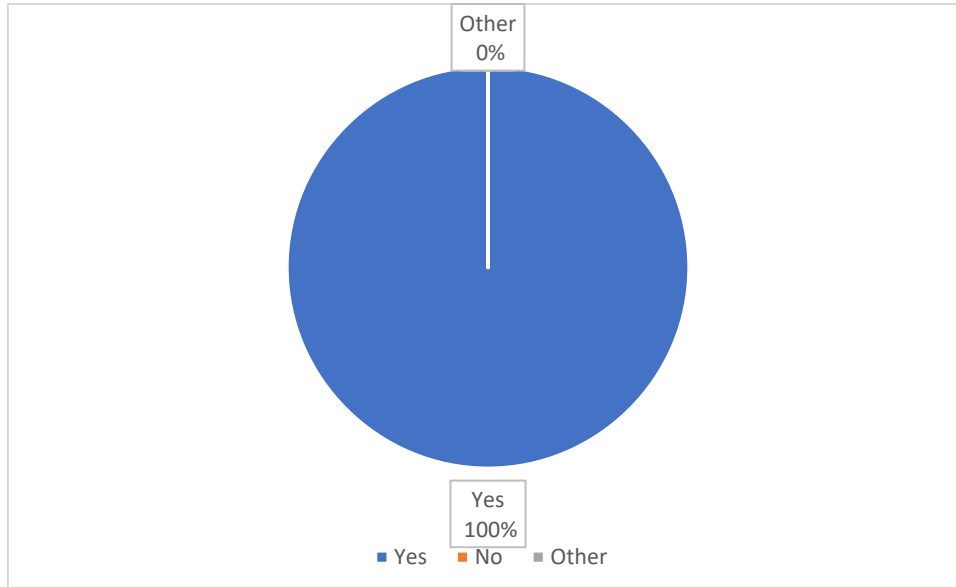


All 6 responses agreed the TCS Programme Scrutiny Sub-Committee Chair allows debate to flow freely and not assert their own views too strongly. No additional comment received.

Corrigan Jessica  
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**SURVEY QUESTION 12:**

**Is the atmosphere at Committee meetings conducive to open and productive debate?**



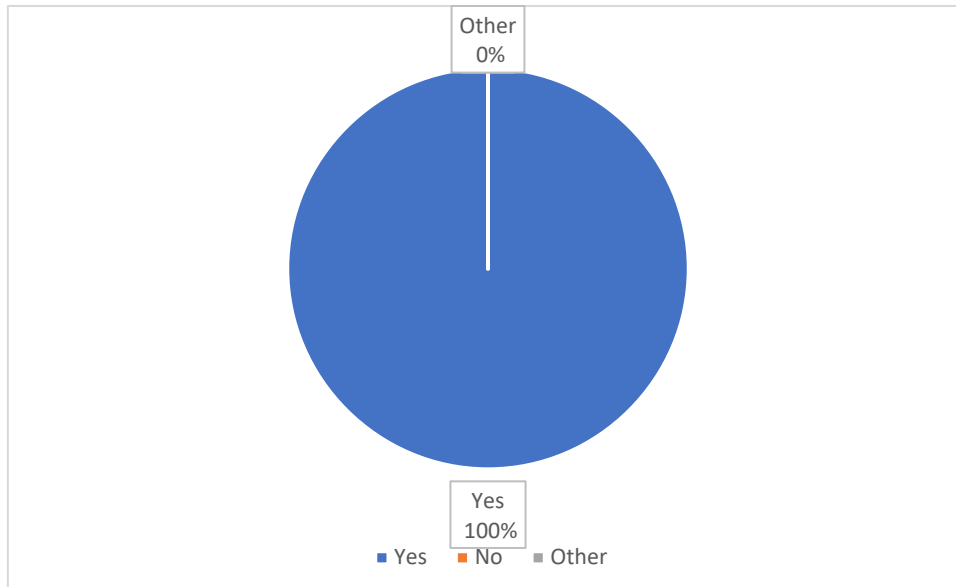
4 responses received agreed the atmosphere at the TCS Programme Scrutiny Sub-Committee meetings is conducive to open and productive debates. 2 responses disagreed, following additional comment was recorded:

<b>OTHER - COMMENTS</b>	
1	As outlined above - constructive challenge is not always received well

Corrigan Jessica  
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**SURVEY QUESTION 13:**

**Is sufficient time allowed for questions, discussion and debate?**



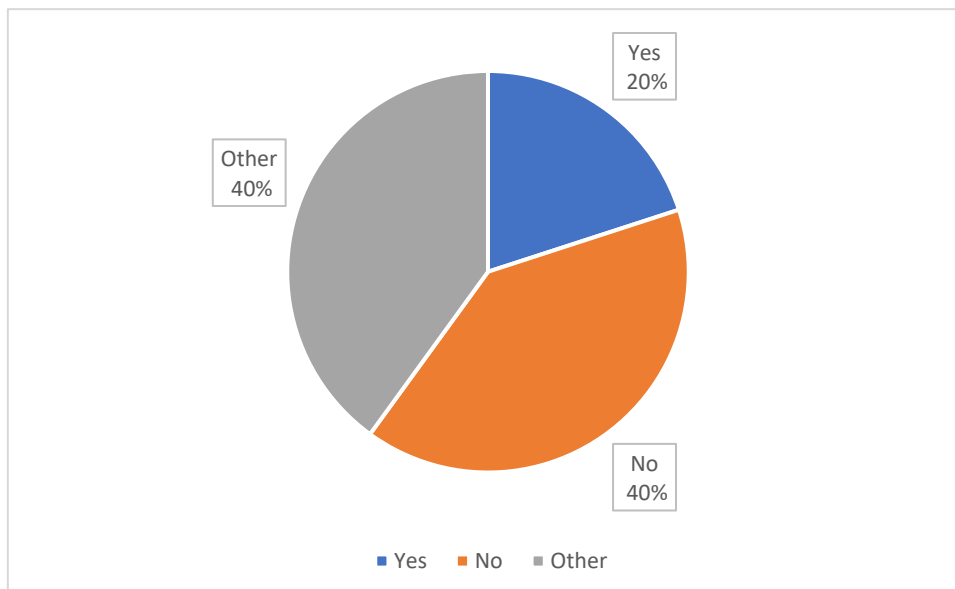
3 responses received agreeing there is sufficient time allowed for questions, discussion and debate for the TCS Programme Scrutiny Sub-Committee. No responses received disagreeing with the question. The following additional comments were received:

OTHER - COMMENTS	
1	Too much time with elongated and protracted discussions frequently as papers are late, vague and required action of the committee is unclear
2	The chair ensures that the meeting is extremely cordial and that everyone who wishes to speak has the opportunity to do so. Sometimes the discussions are so detailed that excessive amount of time is taken causing the risk of the meeting over running
3	Usually

Corrigan Jessica  
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**SURVEY QUESTION 14:**

**Are papers concise and relevant?**



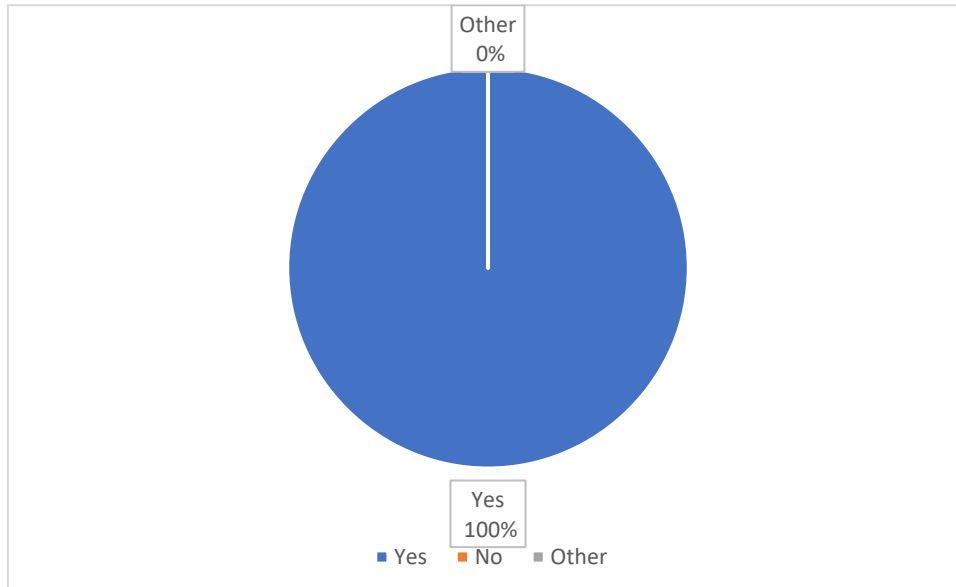
2 responses received agreeing the papers are concise and relevant, 2 responses disagreed. The following additional comments were made:

OTHER - COMMENTS	
1	Papers usually late, too long, unclear and not providing level of assurance committee requires
2	Could be better sign posting in the papers which are sometimes very long
3	Usually
4	Large volume of papers occasionally which are difficult to digest and occasionally contain inaccuracies

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 15:**

**Are papers received sufficiently far in advance of meetings?**



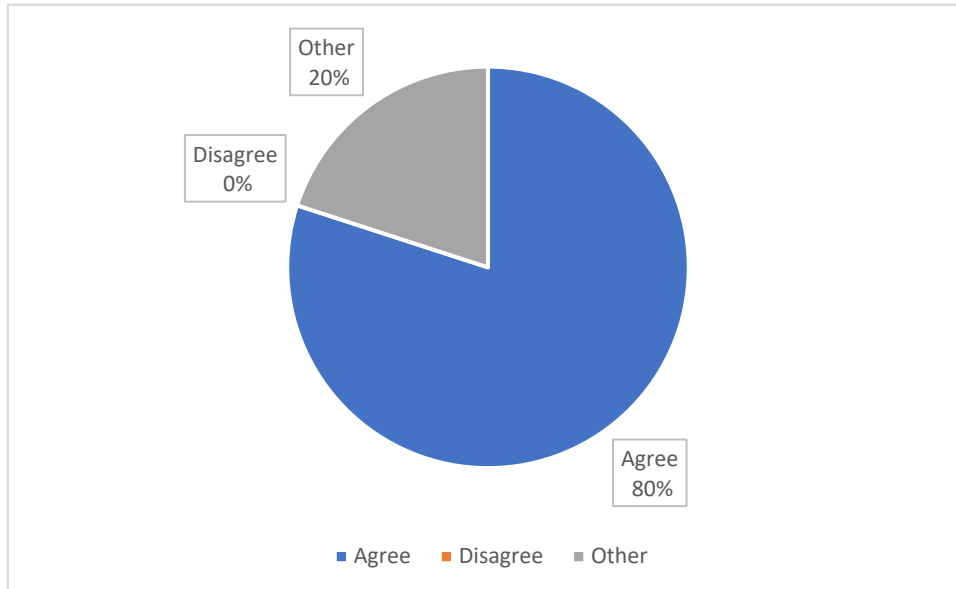
2 responses received agreeing the papers are sufficiently received far in advance of the meetings and 2 responses disagreed. The following additional comments were recorded:

OTHER - COMMENTS	
1	Too frequently verbal updates or very late papers providing insufficient time to be read
2	Mostly
3	Due to cycle of other meetings they are not sufficiently ahead of meetings
4	Most of the time but occasionally late

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 16:**

**The Governance and Executive Support Function provide Committee Secretariat for the Committee. I am satisfied with the support provided.**



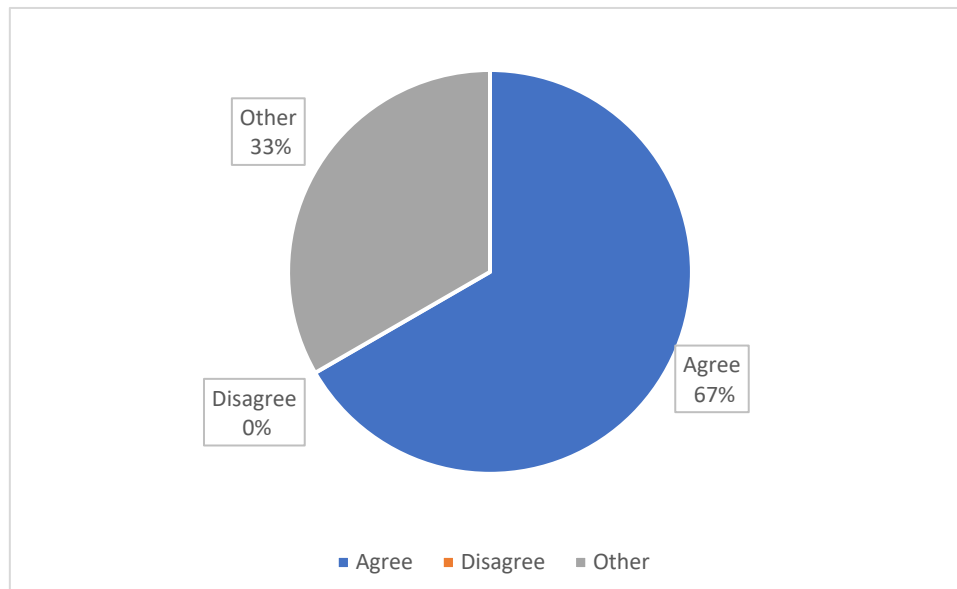
4 responses agreed they are satisfied with the Governance and Executive Support Function provided to the TCS Programme Scrutiny Sub-Committee. 1 response disagreed. The following comments were received:

OTHER - COMMENTS	
1	As above
2	Due to pressure - minutes can be circulated late

Corrigan Jessica  
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**SURVEY QUESTION 17:**

**I feel the Committee receives sufficient detail, at the right level, to allow me to focus on asking the right question.**



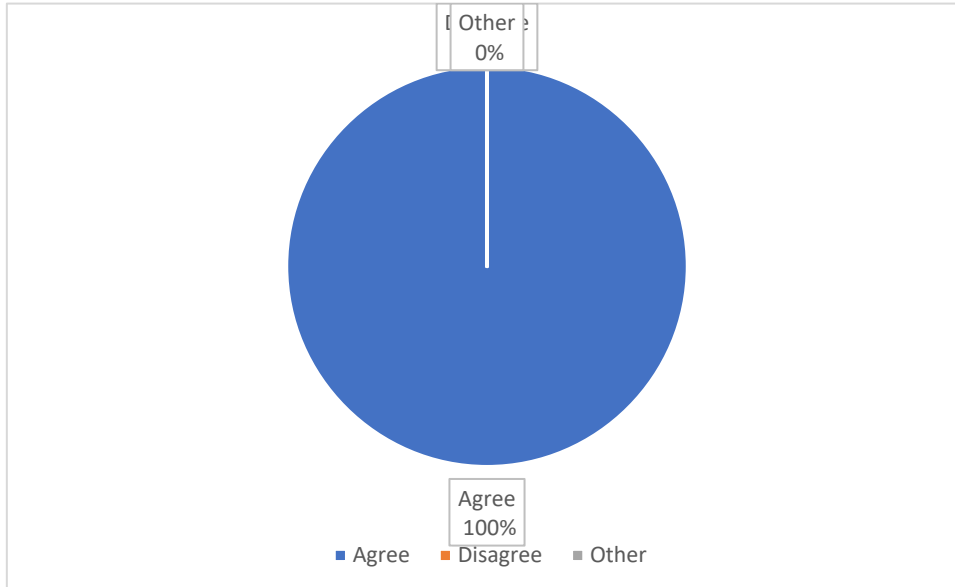
3 responses received agreeing the TCS Programme Scrutiny Sub-Committee received sufficient detail, at the right level to allow to focus on asking the right questions. 2 responses received disagreed. The following additional comments were received as outlined below:

OTHER - COMMENTS	
1	As above
2	Better signposting and targeted presentation by the individual speaking to the paper would help
3	Not always
4	Felt occasionally that further questioning was required in order to tease out relevant information which had not been provided

Corrigan Jessica  
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**SURVEY QUESTION 18:**

**The Committee actively contributes to discussions on the Trust’s key strategic risks and offers insights into areas of future risk and challenge (including horizon scanning) to support the Executive and Senior Management Team.**



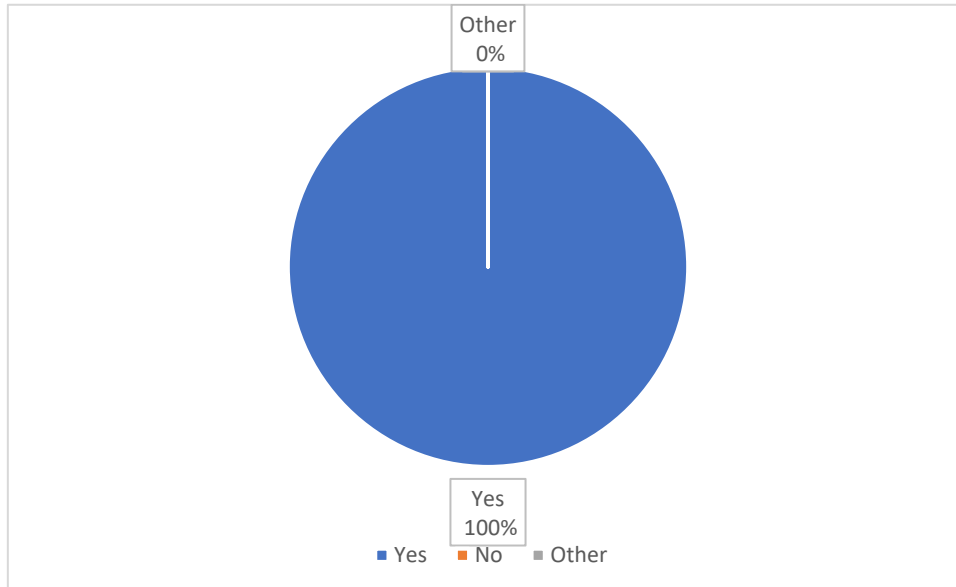
3 responses received agreeing the TCS Programme Scrutiny Sub-Committee actively contributes to discussions on the Trust’s key strategic risks and offers insights into areas of future risks and challenge to support the Executive and Senior Management Team. 1 response received disagreeing. The following comments were recorded:

OTHER - COMMENTS	
1	As above
2	Question does not to appear to be so relevant for this Committee

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 19:**

**Does the Committee have effective escalation arrangements in place to alert relevant individuals, Committees, Board of any urgent/critical matters that may affect the operation and/or reputation of the Trust.**



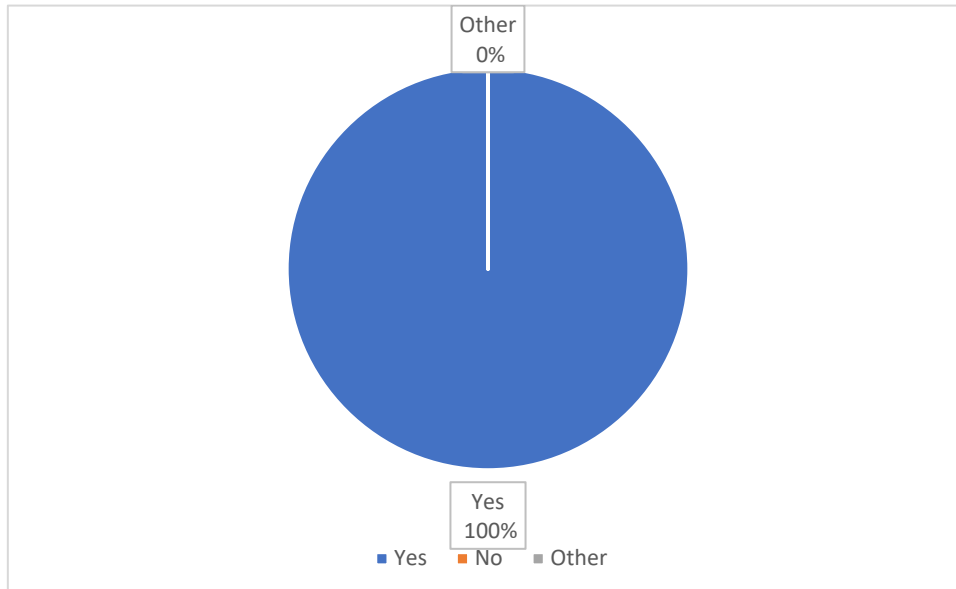
5 responses received agreeing the TCS Programme Scrutiny Sub-Committee have an effective escalation arrangements in place to alert relevant individuals, Committees, Board of any urgent/critical matters that may affect the operation and/or reputation of the Trust. No responses received disagreeing. The following additional comment was logged:

OTHER - COMMENTS	
1	Escalation unclear

Corrigan Jessica  
22/07/2024 16:30:23

**SURVEY QUESTION 20:**

**Do you consider that where Private (Part B) meetings are held that these have been used appropriately for items that should not be discussed in the public domain i.e. commercially sensitive or identifiable?**



5 responses received agreeing the TCS Programme Scrutiny Sub-Committee private (part b) meetings were held in an appropriate way to discuss items that are not suitable for public domain i.e. commercially sensitive or identifiable. 1 response received disagreeing with the above question. The following additional comment was recorded:

<b>OTHER - COMMENTS</b>	
1	More could be conducted in public

Corrigan Jessica  
22/07/2024 16:30:23

**TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE**

**TCS Programme Scrutiny Sub-Committee Annual Report**

<b>DATE OF MEETING</b>	20/06/2024
<b>PUBLIC OR PRIVATE REPORT</b>	Public
<b>IF PRIVATE PLEASE INDICATE REASON</b>	NOT APPLICABLE - PUBLIC REPORT
<b>REPORT PURPOSE</b>	<b>DISCUSS AND ENDORSE</b>
<b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b>	NO
<b>PREPARED BY</b>	Jessica Corrigan, Business Support Officer / Committee Secretariat
<b>PRESENTED BY</b>	Lauren Fear, Director of Corporate Governance & Chief of Staff
<b>APPROVED BY</b>	Lauren Fear, Director of Corporate Governance & Chief of Staff
<b>EXECUTIVE SUMMARY</b>	This TCS Programme Scrutiny Sub-Committee annual report summarises the key areas of business activity undertaken by the TCS Programme Scrutiny Sub-Committee between 2023-2024.
<b>RECOMMENDATION / ACTIONS</b>	TCS Programme Scrutiny Sub-Committee is asked to <b>DISCUSS</b> the content of the report and <b>ENDORSE</b> the TCS Programme Scrutiny Sub-Committee annual report.



GOVERNANCE ROUTE	
List the Name(s) of Committee / Group who have previously received and considered this report:	Date
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS	

7 LEVELS OF ASSURANCE – N/A

APPENDICES – N/A

**1. SITUATION**

Under Standing Order 4.3.2, each Committee of the Board is required to submit an annual report ***“setting out its activities during the year and detailing the results of a review of its performance.”***

This report details the key areas of business undertaken by the TCS Programme Scrutiny Sub-Committee between 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024.

**2. BACKGROUND**

The TCS Programme Scrutiny Sub-Committee annual report (appendix 1) summarises the key areas of business activities undertaken by the TCS Programme Scrutiny Sub-Committee between 1st April 2023 – 31st March 2024. The annual report highlights some key developments endorsed by the TCS Programme Scrutiny Sub-Committee.

Corrigan, Jessica  
22/07/2024 16:30:23





<i>For more information:</i> <a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a>	
<b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b>	
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	Not applicable
<b>EQUALITY IMPACT ASSESSMENT</b> <i>For more information:</i> <a href="https://nhs.wales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.asp">https://nhs.wales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.asp</a> <a href="#">x</a>	Not required
<b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b>	Choose an item
	Click or tap here to enter text

#### 4. RISKS

<b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b>	No
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Corrigan, Jessica  
22/07/2024 16:30:23



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth  
GIG Felindre  
Velindre NHS Trust

# **TCS PROGRAMME SCRUTINY SUB- COMMITTEE**

## **ANNUAL REPORT (2023-2024)**

Corrigan Jessica  
22/07/2024 16:30:23

# TCS Programme Scrutiny Sub-Committee Annual Report 2023-2024

## 1. Introduction and Background

This report summarises the key areas of business activity undertaken by the TCS Programme Scrutiny Sub-Committee between 2023 - 2024.

## 2. Role and Responsibilities

The purpose of the Transforming Cancer Services Programme Scrutiny Sub-Committee is to:

- Provide assurance that the leadership, management and governance arrangements are sufficiently robust to deliver the outcomes and benefits of the programme.
- Scrutinise the progress of the programme and provide the Trust Board with assurance that implementation is effective, efficient and within the budget available.
- Undertake any other scrutiny activity relating to the Transforming Cancer Services Programme as directed by the Trust Board or Senior Responsible Owner (SRO).
- Seek advice and guidance from appropriate Technical Advisors as well as the Mutual Investment Model (MIM) Transactor (if relating to the new Velindre Cancer Centre Project) to assist the Sub-Committee with their scrutiny of the Transforming Cancer Services Programme.
- Provide assurance to the Trust Board on all aspects of the Transforming Cancer Services Programme in relation to approvals sought on all decisions reserved for the full Board.
- Receive all audit, gateway and assurance reviews pertaining to the programme or its constituent projects and provide assurance (or otherwise) to the Trust that the programme is being delivered in accordance with all professional, financial and Trust standards.
- Provide assurance to the Trust Board and support to the Senior Responsible Officer in signalling the TCS closure activities once it has met its objectives.

Where appropriate, the Sub-Committee will advise the Trust Board and the Accountable Officer on where, and how, its system of assurance in relation to the Transforming Cancer Services Programme may be strengthened and developed further.

Compliance  
22/10/2024 10:23:55 AM

### 3. Agenda Planning Process

The Chair of the Committee, in conjunction with the Executive Director of Strategic Transformation, Planning and Digital and Director of Corporate Governance and Chief of Staff sets the agenda for the Committee meetings.

The venue, location and other administration arrangements are planned a year in advance. The secretariat for the meeting is provided by the Business Support Officer to the Executive Director of Strategic Transformation, Planning and Digital.

The Committee’s agenda and meeting papers are disseminated to members three working days prior to the committee date. All papers are accompanied by a cover sheet which provides a summary of key matters for consideration, and details on the action required.

### 4. Membership, Frequency and Attendance

The Committee’s Terms of Reference specify that the Committee comprises a minimum of three members including:

- Chair                      Independent member of the Board (Non-Executive Director)
  
- Two (2) other Independent members of the Board (Non-Executive Director)
  
- Other Trust Board members are extended an open invitation to attend all/any meeting

The TCS Programme Scrutiny Sub-Committee met on twelve occasions with attendance as follows:

Member	20/04/2024	19/06/2024	04/07/2024	20/04/2024	21/09/2024	12/10/2024	26/10/2024	23/11/2024	25/01/2024	01/02/2024	05/02/2024	06/02/2024	05/03/2024
Stephen Harries, Vice Chair and Independent Member	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gareth Jones, Independent Member	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✗
Hilary Jones, Independent Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

All TCS Programme Scrutiny Sub-Committee meetings were quorate.

Corrigan Jessica  
22/07/2024 16:30:23

The TCS Programme Scrutiny Sub-Committee held on the following dates were Private Extraordinary meeting dates:

- 4<sup>th</sup> July 2023
- 1<sup>st</sup> February 2024
- 5<sup>th</sup> February 2024
- 6<sup>th</sup> February 2024
- 5<sup>th</sup> March 2024

## **5. TCS Programme Scrutiny Sub-Committee Activity**

### **6.1 Work Programme / Action Log**

The Committee Work Programme ensures that the Committee discharges its responsibilities in a planned manner. It assists with agenda planning and is updated during the year to ensure that the Committee considers any additional items which may arise during the year. In order to monitor progress and any necessary follow up action, the Committee has an Action Log that captures all agreed actions. This provides an essential element of assurance to the Committee and from the Committee to the Board.

### **6.2 Terms of Reference**

The TCS Programme Scrutiny Sub-Committee will review the Terms of Reference in line with final Full Business Case for Velindre Cancer Centre in June 2024.

### **6.3 Key Achievements**

- **Full Business Case:**

The TCS Programme Scrutiny Sub-Committee endorsed the Full Business Case for the new Velindre Cancer Centre in March 2023. This was approved by Trust Board and Welsh Government in March 2023.

- **Strategic Outline Case:**

The TCS Programme Scrutiny Sub-Committee endorsed the Bone Marrow Transplant Strategic Outline Case. Cardiff and the Vale University Health Board developed a Strategic Outline Case for Bone Marrow Transplant to:

- Increase capacity in the service;
- Improve the facilities in which that service is delivered to achieve JACIE accreditation

Corrigan Jessica  
22/07/2024 16:30:23

## **6.4 Items Endorsed by TCS Programme Scrutiny Sub-Committee**

The following agenda items were endorsed by TCS Programme Scrutiny Sub-Committee in 2023 - 2024:

- Commercial Construct Summary
- Advanced Works Agreement
- S278 agreement for Lady Cory Field
- LV Electrical Supply which was included within the Full Business Case for new Velindre Cancer Centre
- Offsite habitat works
- Independent Tester
- Various Contracts throughout 2023 – 2024 that are managed by nVCC and Enabling Works Projects

The TCS Programme Scrutiny Sub-Committee receive at regular intervals Finance Reports and Communication and Engagement Reports that are noted at the TCS Programme Scrutiny Sub-Committee meetings. These reports provide the TCS Programme Scrutiny Sub-Committee of the latest position in regards for the Communication and Engagement related to the Programme as well as the latest financial positions. Highlighted the activity between each reporting period.

## **6.5 Reporting Outside of Committee**

There have been no reports that have been considered out of committee this year

## **6. Reporting the Committee's Work**

The Chair of the TCS Programme Scrutiny Sub-Committee reports the key issues discussed at each of its meetings by way of a Highlight Report to the Board. The Highlight report provides facility for the Committee to alert/escalate; advise; assure; or inform the Board in relation to TCS Programme Scrutiny Sub-Committee matters. Committee papers, including minutes, are published on the Trust's internet pages.

## **7. Assurance to the Board**

The Committee wishes to assure the Board that on the basis of the work completed by the Committee during 2023-2024, there are effective measures in place and there are no outstanding issues that the Committee wishes to bring to the attention of the Board over and above the risks and issues already raised in the TCS Programme Scrutiny Sub-Committee's Highlight Report.

## **8. Committee Effectiveness**

During the year the Committee has continued to review and revise its ways of working to optimise the need for a robust governance approach. The Committee continued to

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review its effectiveness thorough the year, to ensure effective use of time and ensure it fulfilled its role to provide assurance to the Board.

The Committee has engaged with a formal Committee Effectiveness Review Process which took place in May 2024.

Corrigan Jessica  
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