

# Public - TCS Programme Scrutiny Sub-Committee

Thu 19 December 2024, 13:30 - 15:00



## Agenda

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### 13:30 - 13:40 10 min

## 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 21st November 2024:

 1.4 Minutes Public TCS Scrutiny Committee 21 November 2024 final.pdf (8 pages)

### 1.5. Action Log

To Approve

*Led by Stephen Harries, Chair and Independent Member*

 1.5 TCS Public Action Log 19.12.24.pdf (2 pages)

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### 13:40 - 14:10 30 min


## 2. PROJECT GOVERNANCE

### 2.1. nVCC Programme Finance Report

To Note

*Led by Mark Ash, Assistant Project Director*

 2.1a TCS Programme Finance Paper (November 2024) - Cover Paper.pdf (7 pages)

 2.1TCS Programme Finance Paper (November 2024) - Main Report.pdf (15 pages)

### 2.2. nVCC Project Highlight Report

To Note

*Led by Martin Smith, Interim Senior Responsible Officer Non Gwilym, Interim Director of Corporate Governance*

 2.2 nVCC Nov Highlight Report Cover Paper\_Scrutiny Dec 2024 V0.1\_Public.pdf (5 pages)

 2.2a -nVCC Project Highlight Report - November v0.01.pdf (4 pages)

## 2.3. Communication and Engagement Update Report

To Note

*Led by Non Gwilym, Interim Director of Corporate Governance*

 2.3 Comms Engagement December 2024 paper.pdf (6 pages)

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## 14:10 - 14:30 3. PROGRAMME DELIVERY 20 min

### 3.1. Programme Director and Interdependency Management Report

To Note

*Led by Lauren Fear, Interim Executive Director of Strategic Transformation, Planning and Digital*

*Supported by Gavin Bryce, Associate Director of Programmes*

 3.1 Programme Directors Report December 2024.pdf (21 pages)

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## 14:30 - 14:45 4. CONSENT AGENDA 15 min

**NO ITEMS**

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## 14:45 - 14:50 5. ANY OTHER BUSINESS 5 min

*Led by Stephen Harries, Chair and Independent Member*

Prior Agreement by the Chair Required

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## 14:50 - 14:55 6. REVIEW OF THE MEETING 5 min

*Led by Stephen Harries, Chair and Independent Member*

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## 14:55 - 15:00 7. DATE & TIME OF NEXT MEETING 5 min

Thursday 23rd January 2025 at 13.30 – 15.00

Meeting Room, Velindre Trust Headquarters

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## 15:00 - 15:00 8. CLOSE 0 min

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 accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960 (c.67).

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## 15:00 - 15:00 9. PART B SESSION 0 min

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

nVCC Project Highlight Report

Governance and Capability Action Tracker

PA Changes and Notices

Enabling Works - HV Intake Room Report

nVCC and Enabling Works Contract Variations Approval to Spend

Programme Director and Interdependencies Management Report

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

**MINUTES OF THE MEETING HELD**  
**21st November 2024 at 13:30 – 15:00**  
**Meeting Room, Trust Headquarters, Nantgarw**  
**(via Teams)**

**Members Present:**

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

**In attendance:**

Carl James (CJ)	Interim Trust Chief Executive
Lauren Fear (LF)	Interim Executive Director of Strategic Transformation, Planning & Digital
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Martin Smith	Senior Responsible Officer
Mark Ash (MA)	Assistant Project Director, TCS
Sarah Morley (SM)	Executive Director of OD & Workforce
Rachel Hennessy (RH)	Interim Director, Velindre Cancer Centre
Matthew Jenkins (MJ)	Welsh Government Representative
Non Gwilym (NG)	Acting Director of Corporate Governance
David Powell (DP)	nVCC Project Director
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager (part of the meeting)
Olayinka Sokoya (OS)	Secretariat / Executive Support Assistant

**APOLOGIES**

Matthew Bunce (MB)	Executive Director of Finance
Dr Jacinta Abraham (JA)	Executive Medical Director
Anne Carey (AC)	Interim Chief Operating Officer

1.0	STANDARD BUSINESS	ACTION
1.1	<p><b>Welcome &amp; Introductions</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>SH welcomed attendees to the meeting.</p>	
1.2	<p><b>Apologies for Absence</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>Apologies were noted as above.</p>	
1.3	<p><b>Declarations of Interest</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>No declarations of interest were received.</p>	
1.4	<p><b>Minutes of Previous Sub-Committee Meetings held on 25<sup>th</sup> September 2024 and 17th October 2024</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the minutes of the 25 September meeting, having resolved the queries and clarifications raised relating to the nVCC Highlight Report, as the accurate revised record of the meeting.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the minutes of meeting held on 17 October as the accurate revised record of the meeting.</p>	
1.5	<p><b>Action Log</b>  <i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The following updates were provided on the action log:</p> <p>It was agreed that action 157 should be split into two actions (157a and 157b) with 157b focused on a review in two months to assess whether the new approach to major programme and interdependency reporting was working. The Committee agreed to consider the status of the 157a action following discussion of item 3.1.</p> <p><b>ACTION: 157 was closed and replaced with Action 157a and 157b.</b></p> <p>The TCS Programme Scrutiny Sub-Committee <b>APPROVED</b> the Action Log.</p>	<p><b>Secretariat</b></p>



2.0	<b>PROGRAMME GOVERNANCE</b>	
2.1	<p><b>TCS Programme Finance Report</b> <i>Led by Mark Ash, Assistant Project Manager</i></p> <p>The Committee was advised that the Interim CEO had received correspondence on 14 November notifying the Trust of the imminent formal approval of the nVCC FBC. The Committee thanked colleagues in Welsh Government, NWSSP and other stakeholders who had supported the process to date. The Chair acknowledged that the Finance report had been prepared prior to this formal approval and reflected an outdated position in terms of the financial risk the Trust was managing.</p> <p>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 of 31 October 2024 and the current year-end forecast.</p> <p>The year-to-date spend for the TCS Programme is £4.431m Capital and £0.333m Revenue, with a forecast expenditure for the current financial year of £7.201m Capital and £0.666m Revenue. The Revenue budget for the year is £0.666m; there is currently no capital budget.</p> <p>The overall forecast outturn for the Programme is an overspend of £7.867m for the financial year 2024-25 against a budget of £0.666m.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the TCS Programme and Associated Projects for 2024-25 as of 31 October 2024. Finance Report.</p>	
2.2	<p><b>Communication and Engagement Update Report</b> <i>Led by Non Gwilym, Interim Director of Corporate Governance</i></p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the Communication and Engagement Update Report.</p>	NG
2.3	<p><b>nVCC Project Highlight Report</b> <i>Led by David Powell, Interim Senior Responsible Officer</i></p> <p>DP outlined the missed milestones for the reporting period which included:</p> <ul style="list-style-type: none"> <li>• Resolution of fibre diversion not achieved as response from BT Openreach was not sufficient to allow informed Trust decision making;</li> <li>• Delays in recruitment;</li> </ul>	



- Delay to getting the license extended for the access road to the south of the site;

Other progress highlights included:

1. As referenced in 2.1 above, Approval of the Management and Finance Cases of the nVCC Full Business Case by Welsh Government's was received following the month end.
2. The Equipment Supplier market generally accepted the extension of the Framework terms and conditions for major medical equipment (Category 2c) and there was a positive response to the launch event.
3. The Authority remained compliant with all its EPSL obligations during the month.
4. Procurement processes for construction contractors for both the 278 highways works and the HV Intake rooms are on track.
5. Monitoring of Acorn's construction work has continued by the Trust and the Independent Tester.
6. Discussion with technical advisors and Project Co during the month identified that guidance and regulations on fire safety should **not** prevent construction of the Lolfa as per agreed design but there may be a requirement for some mitigations.
7. An Interim Planner started on 3rd October, building an integrated plan, and supporting the implementation of the wider PWC Governance and Capabilities Review recommendations. Recruitment for the full time post commenced, with 55 applications received for shortlisting and interview in November.
8. Consultants from Gardiner and Theobald and Currie and Brown started working with the Project from 3rd October to support implementation of the recommendations in the PWC Governance and Capabilities Review.

MS advised that Shared Services would assist in providing a full time Engineer who would be assigned to the project to work with the Team subject to the approval of the Welsh Government. MS further advised that on the above highlighted risk, mitigations are very essential by ensuring that we are using the contract procedure correctly.

SH advised that issues and questions relating to the contractual aspects of a change to the Concrete specification, and re the Lolfa Timber, would be discussed at the Private Meeting of the Committee.

GJ advised that it would be helpful to list where ProjectCo hasn't delivered on its obligations in one place. DP assured that this would be done in subsequent reports.

**ACTION: Project team to include single list of ProjectCo delivery against obligations for ease of reference.**



	<p>SH advised that the early warning section of the report should be more specific and clearer for the purpose of members of the public to understand the scale and significance of the issues, rather than a general headline or statement which could lead to misunderstandings.</p> <p>LF assured the Committee that a meeting had taken place with members of the community regarding traffic management and it had been a constructive discussion.</p> <p>MS advised that the Project Co are putting a lot of strong measures in place to improve delivery against compliance. An updated was being provided to the Council the following week.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> nVCC Project – Highlight Report.</p>	
2.4	<p><b>Outreach Update</b> <i>Led by Rachel Hennessy, Interim Director VCC.</i></p> <p>The report is an overview of what the outreach entails, and the purpose is principally to enable cancer care to the patients.</p> <p>The outreach Model includes the following components:</p> <ol style="list-style-type: none"><li>1. Outpatients:</li><li>2. SACT</li><li>3. Radiotherapy</li></ol> <p>RH highlighted the Next steps as follows:</p> <ul style="list-style-type: none"><li>• Revised forecast assumptions to support further planning work, delivered by the Life Sciences Hub Wales e.g. population demographics update to inform VCS modelling for future cancer services.</li><li>• Discussion with Health Boards to understand their population requirements.</li><li>• Establish regional governance structure (internal and regional structures)</li><li>• Test &amp; revise assumptions of original business case</li><li>• Agree Principles/assumptions for workforce model: nursing, pharmacy.</li><li>• Digital enablement across the region</li><li>• Opportunities for expansion of Care @ home to support further planning work.</li><li>• Challenges in outpatient repatriation</li></ul>	

	<ul style="list-style-type: none"> <li>• Potential impact of RAAC/pharmacy reconfiguration/digital systems/health board reconfiguration in the region on ability to realise benefits of proposed outreach model.</li> </ul> <p>DM asked about the purpose of commissioning the Life Sciences Hub Wales planning work. RH advised that the service required assurance on the original 2016 and FBC assumptions. NW added that its purpose is to provide good governance against our assumptions and what it would mean for the model. DM asked that the Board be kept informed on this piece of work.</p> <p><b>ACTION: Strategic Development Board and Trust Board to receive an update on the Life Sciences Hub work on population health insights.</b></p> <p>GJ welcomed this piece of work and in the context of Outreach flagging as a red risk in the Programme Director’s report, advised that actions/next steps on Outreach should specify deadlines and timescales.</p> <p><b>ACTION: Actions on Outreach should specify deadlines and timescales.</b></p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> Outreach update.</p>	
3.0	<b>PROGRAMME DELIVERY</b>	
3.1	<p><b>Programme Directors Report (including all project updates in scope)</b>  <i>Led by Lauren Fear, Interim Executive Director of Strategic Transformation, Planning and Estates</i></p> <p>The Programme Director and Interdependencies Report covered the reporting period 1st October – 31st October 2024.</p> <ul style="list-style-type: none"> <li>- Significant update on recruitment interdependencies to be provided on a quarterly basis;</li> <li>- Next level of detail of joining up of milestones being worked on;</li> <li>- There are a number of actions that don’t have specific dates. This is because different project reports these in difference ways. The programme team is reviewing this.</li> <li>- Risk – there is a specific discussion on risks ongoing regarding the use of Datix and alignment of project/programme risks with the Trust policy.</li> </ul> <p>The Delivery Confidence Assessment (DCA) for the TCS Programme has been assessment against the DCA criteria deemed to be <b>Amber Red</b> in this reporting period, which is a change from Amber in the previous month. The rationale for the DCA assessment is set out within the report.</p>	



	<p>GJ advised, in the context of the workforce plan references in the paper, that all actions in the report be assigned a deadline date to enable the committee to track progress and to avoid a situation where these actions could become a developing problem. SM advised that a mapping exercise will be delivered, timeline to be confirmed. HJ emphasised the need for deadlines to be clear.</p> <p><b>ACTION: All workforce related actions in the report to include specific dates.</b></p> <p>DM advised that updates on TrAMS should always form part of the report to be presented to the Committee.</p> <p>CJ confirmed that the RSC project board meeting will allow us to provide an update on developments next week.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> the Programme Director and Interdependencies Report and <b>agreed to close Action 157a.</b></p>	
<b>4.0</b>	<b>CONSENT AGENDA</b>	
	<i>No items received.</i>	
<b>5.0</b>	<b>ANY OTHER BUSINESS</b>	
	<p><i>Led by Stephen Harries, Chair, and Independent Member</i></p> <p>The TCS Programme Scrutiny Sub-Committee <b>NOTED</b> that Carl James, Lauren Fear and Matthew Bunce attended the PAPAC meeting today and the link for the video recording of that meeting was available to the public on the Senedd website.</p>	
<b>6.0</b>	<b>REVIEW OF THE MEETING</b>	
	No additional comments or questions.	
<b>7.0</b>	<b>DATE &amp; TIME OF NEXT MEETING</b>	
	The next meeting is scheduled for Thursday, 19th December 2024, 13:30 – 15:00 at Velindre Headquarters.	
<b>8.0</b>	<b>CLOSE</b>	



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

	SH formally closed the meeting, expressing thanks for all contributions.	
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DRAFT



## TCS Programme Scrutiny Sub-Committee

December 2024

### Action Summary – PUBLIC

No1.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
157b	Secondly, in parallel and in two months time (January 2025), assess whether the new approach to reporting (Interdependencies and Major Programme Reporting) was providing appropriate assurance to Committee members.	Lauren Fear	21.11.2024	23.01.2025	<i>Reporting in January 2025.</i>	<b>OPEN</b>
159	<b>Communication and Engagement Update Report</b> Clarification to be provided to the TCS Programme Scrutiny Sub-Committee, outlining the activities between the Trust and Acorn summarising the key arrangements and responsibilities.	Non Gwilym	17.10.2024	21.11.2024	Paper presented to committee on 21 November 2024.	<b>CLOSED</b>
160	<b>Programme Director and Interdependencies Report</b> AC to provide an update on the Outreach Project at the November TCS Programme Scrutiny Sub-Committee.	Anne Carey	17.10.2024	21.11.2024	Paper presented to committee on 21 November 2024.	<b>CLOSED</b>



No1.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
161	<b>Project Highlight Report</b> Project team to include single list of ProjectCo delivery on obligations for ease of reference.	<b>David Powell</b>	21.11.2024	19.12.2024	From January reporting.	<b>OPEN</b>
162	<b>Outreach Presentation</b> Strategic Development Board and Trust Board to receive an update on the Life Sciences Hub work. TCS Committee to receive update via Programme Director and Interdependencies Report sciences Hub work on population health insights.	<b>Chief Operating Officer</b>	21.11.2024	23.01.2025	Key headlines expected by mid January, full report by end of February 2025.	<b>OPEN</b>
163	<b>Outreach Presentation</b> Actions on Outreach presentation and reports should specify deadlines and timescales.	<b>Director of VCS (interim) Chief Operating Officer (interim)</b>	21.11.2024	19.12.2024	Complete.	<b>CLOSED</b>
164	<b>Programme Director and Interdependencies Report</b> All workforce related actions in the report to include specific dates.	<b>Director of Transformation (interim)</b>	21.11.2024	19.12.2024	Complete	<b>CLOSED</b>

**TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE**

**TCS Programme Finance Report 2024-25  
November 2024**

<b>DATE OF MEETING</b>	19 November 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>REPORT PURPOSE</b>	INFORMATION / NOTING
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<b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b>	NO
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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>APPROVED BY</b>	Matthew Bunce, Executive Director of Finance
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<b>EXECUTIVE SUMMARY</b>	<p>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 30<sup>th</sup> November 2024 and the current year-end forecast.</p> <p>The year-to-date spend for the TCS Programme is £4.650m Capital and £0.430m Revenue, with a forecast expenditure for the current financial year of £7.196m Capital and £0.749m Revenue. The</p>
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	Revenue budget for the year is £0.749m; there is currently no capital budget.
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<b>RECOMMENDATION / ACTIONS</b>	The Executive Management Board (Shape) are asked to <b>NOTE</b> the financial position for the TCS Programme and Associated Projects for 2024-25 as at 30 <sup>th</sup> November 2024.
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<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> N/A	

<b>7 LEVELS OF ASSURANCE</b>	
The purpose of the report to provide assurance on the financial position of the EW and nVCC Project.	
<b>ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR</b>	<b>Select Current Level of Assurance</b>

<b>APPENDICES</b>	
01	Main TCS Programme Finance Paper October 2024

## 1. SITUATION



- 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 30<sup>th</sup> November 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. SUMMARY OF MATTERS FOR CONSIDERATION

- 2.1 The summary financial position for the TCS Programme for the year 2024-25 as at 30<sup>th</sup> November 2024 is provided below.

Expenditure Type	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Capital	£4.650m	£0	£7.196m	-£7.196m
Revenue	£0.430m	£0.749m	£0.749m	£0
<b>Total</b>	<b>£5.080m</b>	<b>£0.749m</b>	<b>£7.945m</b>	<b>-£7.196m</b>

- 2.2 The overall forecast outturn for the Programme is an overspend of £7.945m for the financial year 2024-25 against a budget of £0.749m.
- 2.3 The nVCC FBC and the EW FBC Addendum were submitted to WG on the 3rd September 2024, and on the 18<sup>th</sup> November 2024 the Award of Funding was received in respect of nVCC Project Resources Funding 2024-2028. This provided further funding of £69.719m Capital and £2.412m Revenue for the nVCC activities between 2024 and 2028, and £8.943m Capital for the Enabling works relating to works between 2024 and 2027. Funding is expected to be released in December 2024.
- 2.4 Funding of £0.082m has been provided by WG in November 2024 to cover the recurrent pay award for 2024-25.
- 2.5 The main financial risk to the TCS Programme at present the lack of expenditure against the Enabling Work Project revenue budget, whilst there is revenue overspend against the nVCC project.

## 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 checked="" type="checkbox"/></li> <li>• A beacon for research, development and innovation in our stated areas of priority <input checked="" type="checkbox"/></li> <li>• An established 'University' Trust which provides highly valued knowledge for learning for all. <input 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>	<b>Choose an item</b>
<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	<b>Select all relevant domains below</b>
	<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>
	<p>The Key Quality &amp; Safety related issues being impacted by the matters outlined in the report and how they are being monitored, reviewed and acted upon should be clearly summarised here and aligned with the Six Domains of Quality as defined within Welsh Government's Quality and Safety Framework: Learning and Improving (2021).</p> <p><b>Click or tap here to enter text</b></p>



<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
	Click or tap here to enter text
<b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b>	A Healthier Wales - Physical and mental well-being are maximised and in which choices and behaviours that benefit future health
	If more than one Well-being Goal applies please list below:
	If more than one wellbeing goal applies please list below: Click or tap here to enter text
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	Yes - please Include further detail below, including funding stream
	<p><i>This section should outline the financial resource requirements in terms of revenue and/or capital implications that will result from the Matters for Consideration and any associated Business Case.</i></p> <p>Narrative in this section should be clear on the following:</p> <p><b>Source of Funding:</b> Other (please explain)</p> <p>Please explain if 'other' source of funding selected: Revenue funding from VUNHST and Commissioners</p> <p><b>Type of Funding:</b> Revenue</p> <p><b>Scale of Change</b></p>



	<p>Please detail the value of revenue and/or capital impact: Capital: £7.196m; Revenue £0.749m</p> <p><b>Type of Change</b> <b>Major Programme</b> Please explain if 'other' source of funding selected: <b>Click or tap here to enter text</b></p>
<p><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></p>	<p>Not required - please outline why this is not required</p> <p>Click or tap here to enter text.</p>
<p><b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b></p>	<p>There are no specific legal implications related to the activity outlined in this report.</p> <p><b>Click or tap here to enter text</b></p>

#### 4. RISKS

<p><b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b></p>	<p>Yes - please complete sections below</p>
<p><b>WHAT IS THE RISK?</b></p>	<ul style="list-style-type: none"> <li>Capital funding required for the Enabling Works Project, nVCC Project and Whitchurch Hospital Site Project.</li> </ul>
<p><b>WHAT IS THE CURRENT RISK SCORE</b></p>	
<p><b>HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?</b></p>	<p>Mitigate the risks by seeking to secure funding from Welsh Government</p>
<p><b>BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?</b></p>	
<p><b>ARE THERE ANY BARRIERS TO IMPLEMENTATION?</b></p>	<p>No</p>



GIG  
CYMRU  
NHS  
WALES

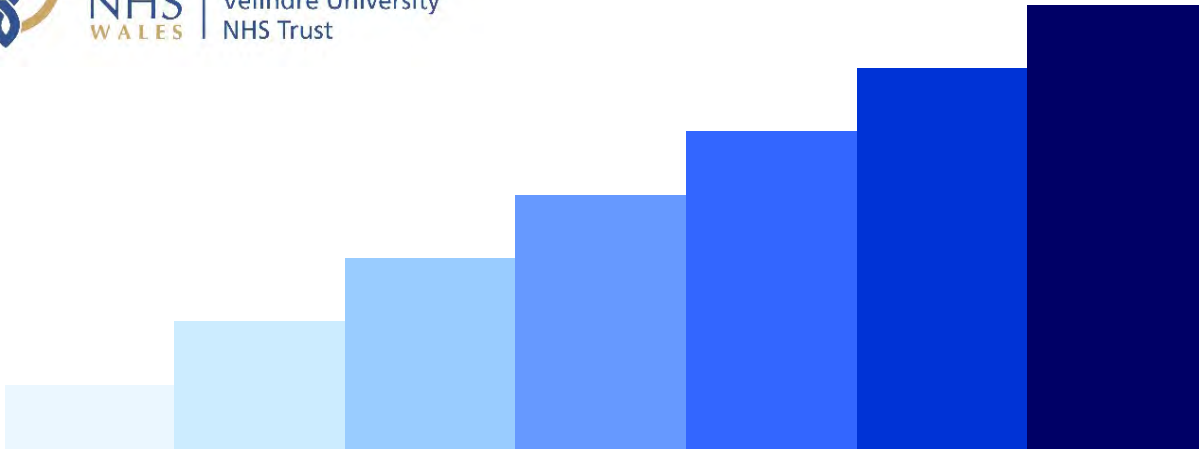
Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

**All risks must be evidenced and consistent with those recorded in Datix**



**GIG**  
CYMRU  
**NHS**  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust



# **TCS PROGRAMME FINANCE REPORT 2024-25**

**Period Ending 30<sup>th</sup> November 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 30<sup>th</sup> November 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 30<sup>th</sup> November 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	£4.650m	£0	£7.196m	-£7.196m
Revenue	£0.430m	£0.749m	£0.749m	£0
<b>Total</b>	<b>£5.080m</b>	<b>£0.749m</b>	<b>£7.945m</b>	<b>-£7.196m</b>

- 2.2 The overall forecast outturn for the Programme is an overspend of £7.945m for the financial year 2024-25 against a budget of £0.749m.
- 2.3 The nVCC FBC and the EW FBC Addendum were submitted to WG on the 3rd September 2024, and on the 18<sup>th</sup> November 2024 the Award of Funding was received in respect of nVCC Project Resources Funding 2024-2028. This provided further funding of £69.719m Capital and £2.412m Revenue for the nVCC activities between 2024 and 2028, and £8.943m Capital for the Enabling works relating to works between 2024 and 2027. Funding is expected to be released in December 2024.
- 2.4 Funding of £0.082m has been provided by WG in November 2024 to cover the recurrent pay award for 2024-25.
- 2.5 The main financial risk to the TCS Programme at present the lack of expenditure against the Enabling Work Project revenue budget, whilst there is revenue overspend against the nVCC project.

## 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.
- 3.4 The current funding provided to support the TCS Programme in 2024-25 is £0.749m revenue, with no capital funding allocated as yet. This is outlined in Appendix 2. The sources of funding changes are summarised below, with further detail in Appendix 3.

Funding Source	Capital	Revenue	Total
Welsh Government	£0	£0.082m	£0.082m
LHB Commissioners	£0	£0.420m	£0.420m
Trust Reserves	£0	£0.218m	£0.218m
Escrow Interest	£0	£0.028m	£0.028m
<b>Total Funding</b>	<b>£0</b>	<b>£0.749m</b>	<b>£0.749m</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 30<sup>th</sup> November 2024 is outlined below, with a forecast overspend of £7.196m for 2024-25. Funding was been provided by WG on 18<sup>th</sup> November 2024, and is expected to be released by WG in December 2024.

Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Enabling Works Project	£3.002m	£0	£3.493m	-£3.493m
nVCC Project	£1.628m	£0	£3.422m	-£3.422m
Whitchurch Hospital Site	£0.020m	£0	£0.281m	-£0.281m
<b>Total</b>	<b>£4.650m</b>	<b>£0</b>	<b>£7.196m</b>	<b>-£7.196m</b>

## 5. REVENUE POSITION

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

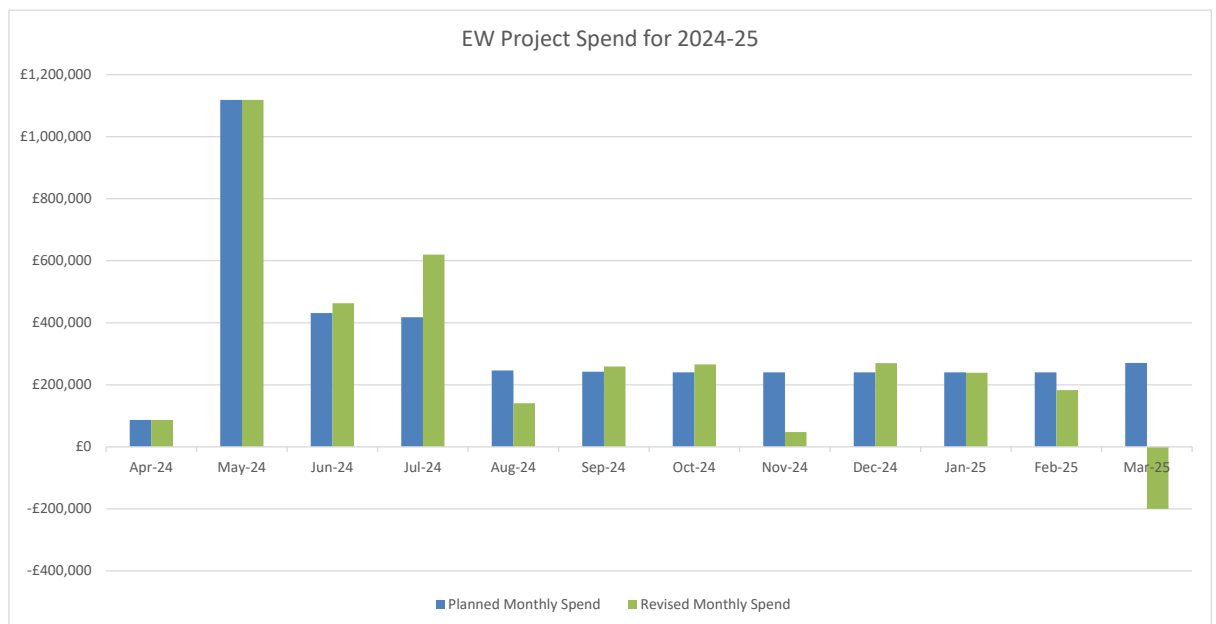
- PMO £0.318m
- Enabling Works Project £0.028m
- nVCC Project £0m
- SDT Project £0.320m
- Total £0.666m**

5.2 The revenue position as at 30<sup>th</sup> November 2024 is outlined below, with a forecast overall breakeven position for 2024-25 against a budget of £0.749m.

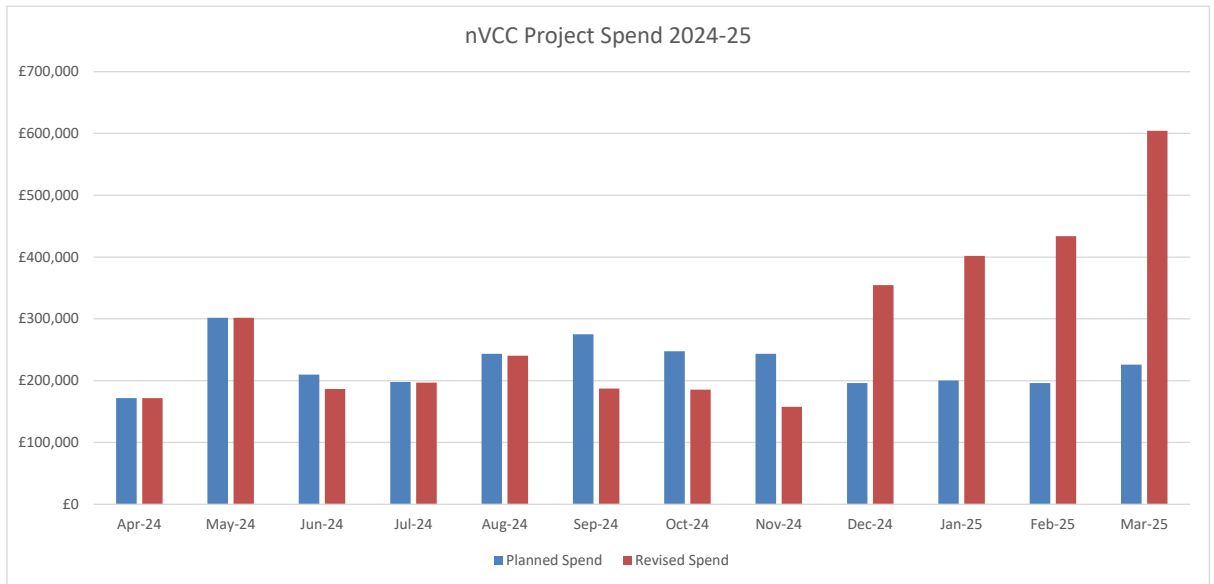
Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
PMO	£0.196m	£0.332m	£0.332m	£0
Enabling Works Project	£0	£0.028m	£0	£0.028m
nVCC Project	£0.060m	£0.065m	£0.094m	-£0.028m
SDT Project	£0.174m	£0.323m	£0.323m	£0
<b>Total</b>	<b>£0.430m</b>	<b>£0.749m</b>	<b>£0.749m</b>	<b>£0</b>

## 6. CASH FLOW

6.1 The capital cash flow for the **Enabling Works Project** is outlined below. The actual capital spend to date is £3.002m, with a run rate to date in line than the planned spend.



6.2 The capital cash flow for the **nVCC Project** is outlined below. The actual capital spend to date is £1.628m, with a run rate to date similar to the planned spend.



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 £0.332m, with £0.240m of this provide from NHS Commissioners' funding, £0.078m from the Trust Reserves, and £0.014m from the WG Pay Award Funding.

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

7.4 The revenue position for the PMO as at 30<sup>th</sup> November 2024 is shown below, with a forecast breakeven position for the year against a budget of £0.332m.

PMO Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.194m	£0.331m	£0.331m	£0
Non Pay	£0.003m	£0.002m	£0.002m	£0
<b>Total</b>	<b>£0.196m</b>	<b>£0.332m</b>	<b>£0.332m</b>	<b>£0</b>

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

### Enabling Works Project Capital

7.6 The EW FBC Addendum was submitted to WG on the 3<sup>rd</sup> September 2024 and on the 18<sup>th</sup> November 2024, the Award of Funding was received in respect of nVCC Project

Resources Funding 2024-2028. This provided further funding of £8.943m Capital for the Enabling works relating to works between 2024 and 2027. The funding is expected to be released in December 2024.

7.7 The Project's financial position for 30<sup>th</sup> November 2024 is shown below. The forecast position reflects an expected overspend of £3.493m for this financial year.

Enabling Works Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.158m	£0	£0.241m	-£0.241m
Non Pay	£2.844m	£0	£3.252m	-£3.252m
<b>Total</b>	<b>£3.002m</b>	<b>£0</b>	<b>£3.493m</b>	<b>-£3.493m</b>

7.8 The Project spend relates to the following activities:

Enabling Works FBC Project Capital Budget & Spend Summary 2024-25						
Description	Year to Date			Financial Year		
	Budget Nov-24 £	Spend Nov-24 £	Variance Nov-24 £	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>						
Project 1b - Enabling Works FBC	0	157,906	-157,906	0	241,112	-241,112
<b>Pay Capital Total</b>	<b>0</b>	<b>157,906</b>	<b>-157,906</b>	<b>0</b>	<b>241,112</b>	<b>-241,112</b>
<b>NON-PAY</b>						
EF02 Utility Costs	0	480,000	-480,000	0	480,000	-480,000
EF03 Supply Chain Fees	0	135,880	-135,880	0	195,880	-195,880
EF04 Non Works Costs	0	5,530	-5,530	0	30,530	-30,530
EF05 ASDA Works	0	1,638,052	-1,638,052	0	1,758,052	-1,758,052
EF06 Walters Design & Build	0	481,188	-481,188	0	481,188	-481,188
EF08 Section 278	0	37,000	-37,000	0	400,000	-400,000
EF09 Off Site Habitat	0	42,855	-42,855	0	287,855	-287,855
EF10 HV Intake Room	0	13,300	-13,300	0	200,300	-200,300
EFQR Quantified Risk	0	0	0	0	0	0
EFQS QRA - SCP	0	0	0	0	0	0
EFRS Enabling Works FBC Reserves	0	9,921	-9,921	0	-582,079	582,079
<b>Enabling Works FBC Project Capital Total</b>	<b>0</b>	<b>2,843,726</b>	<b>-2,843,726</b>	<b>0</b>	<b>3,251,726</b>	<b>-3,251,726</b>
<b>TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE</b>	<b>0</b>	<b>3,001,633</b>	<b>-3,001,633</b>	<b>0</b>	<b>3,492,838</b>	<b>-3,492,838</b>

7.9 In addition to the funding award, a QRA has been established of c£1.4m that will be managed by WG. QRA will be reviewed on a quarterly basis with Welsh Government, supported by Technical Advisors so that risks are robustly assessed, quantified and appropriately revised. The Trust will request funding on a quarterly basis from the QRA when matters arise that require additional funding.

### Revenue

7.10 There is currently revenue funding of £0.028m 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 30<sup>th</sup> November 2024 is shown below, reflecting a current underspend of £0.028m for the year.

Enabling Works Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Non-Pay	£0	£0.028m	£0	£0.028m
<b>Total</b>	<b>£0</b>	<b>£0.028m</b>	<b>£0</b>	<b>£0.028m</b>

7.12 There is a risk of an underspend of £0.028m for the revenue element of the Enabling Works Project this financial year.

### New Velindre Cancer Centre Project Capital

7.13 The nVCC FBC was submitted to WG on the 3<sup>rd</sup> September 2024 and on the 18<sup>th</sup> November 2024, the Award of Funding was received in respect of nVCC Project Resources Funding 2024-2028. This provided further funding of £69.719m Capital and £2.412m Revenue for the nVCC activities between 2024 and 2028.

7.14 The Project's financial position for 30<sup>th</sup> November 2024 is shown below. The forecast position reflects an expected overspend of £3.422m for this financial year.

Enabling Works Capital Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.982m	£0	£1.646m	-£1.646m
Non Pay	£0.646m	£0	£1.776m	-£1.776m
<b>Total</b>	<b>£1.628m</b>	<b>£0</b>	<b>£3.422m</b>	<b>-£3.422m</b>

7.15 The Project spend relates to the following activities:

nVCC FBC Project Capital Budget & Spend Summary 2024-25						
Description	Year to Date			Financial Year		
	Budget Nov-24	Spend Nov-24	Variance Nov-24	Annual Budget	Annual Forecast	Annual Variance
	£	£	£	£	£	£
<b>PAY</b>						
Project Leadership nVCC	0	299,314	-299,314	0	468,762	-468,762
Project 2d - New Velindre Cancer Centre FBC	0	683,106	-683,106	0	1,177,354	-1,177,354
<b>Pay Capital Total</b>	<b>0</b>	<b>982,421</b>	<b>-982,421</b>	<b>0</b>	<b>1,646,116</b>	<b>-1,646,116</b>
<b>NON-PAY</b>						
nVCC Project Delivery	<b>0</b>	<b>35,287</b>	<b>-35,287</b>	<b>0</b>	<b>89,457</b>	<b>-89,457</b>
<b>Work Packages</b>						
VF01 RDD Process	0	210,134	-210,134	0	460,134	-460,134
VF02 Construction Phase	0	0	0	0	190,000	-190,000
VF03 Professional Advisors (Call-off Basis)	0	28,355	-28,355	0	110,355	-110,355
VF04 Reviews	0	276,823	-276,823	0	557,264	-557,264
VFRS nVCC FBC Reserves	0	95,052	-95,052	0	369,052	-369,052
<b>nVCC Project Capital Total</b>	<b>0</b>	<b>610,364</b>	<b>-610,364</b>	<b>0</b>	<b>1,686,805</b>	<b>-1,686,805</b>
<b>TOTAL nVCC OBC CAPITAL EXPENDITURE</b>	<b>0</b>	<b>1,628,072</b>	<b>-1,628,072</b>	<b>0</b>	<b>3,422,378</b>	<b>-3,422,378</b>

7.16 In addition to the funding award, a QRA has been established of c£17.3m that will be managed by WG. QRA will be reviewed on a quarterly basis with Welsh Government, supported by Technical Advisors so that risks are robustly assessed, quantified and appropriately revised. The Trust will request funding on a quarterly basis from the QRA when matters arise that require additional funding.

## Revenue

- 7.17 £0.065m was allocated to the nVCC Project from the revenue pay award funding from WG provided in November 2023. There is currently no other revenue funding for the nVCC Project for 2024-25.
- 7.18 The revenue financial position for the nVCC Project for 30<sup>th</sup> November 2024 is shown below, reflecting a current overspend of £0.028m for the year.

nVCC Revenue Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.041m	£0.065m	£0.065m	£0
Non-Pay	£0.019m	£0	£0.028m	-£0.028m
<b>Total</b>	<b>£0.060m</b>	<b>£0.065m</b>	<b>£0.094m</b>	<b>-£0.028m</b>

- 7.19 There is a risk of an overspend of £0.028m for the revenue element of the nVCC Project this financial year.

## 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 30<sup>th</sup> November 2024 is shown below. This spend relates mainly to legal fees associated with the Whitchurch Hospital Site. The forecast position reflects an expected overspend of £0.281m for this financial year.

Whitchurch Hospital Site Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Non-Pay	£0.020m	£0	£0.281m	-£0.281m
<b>Total</b>	<b>£0.020m</b>	<b>£0</b>	<b>£0.281m</b>	<b>-£0.281m</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 £0.323m from NHS Commissioners' funding, £0.140m from Trust reserves, and £0.003m from the WG Pay Award Funding. The resulting budget is £0.323m 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 £0.323m.

SDT Expenditure	Year to Date Spend	2024-25 Full Year		
		Budget	Forecast	Variance
Pay	£0.174m	£0.310m	£0.310m	£0
Non-Pay	£0.000m	£0.013m	£0.013m	£0
<b>Total</b>	<b>£0.174m</b>	<b>£0.323m</b>	<b>£0.323m</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 key financial risk to the TCS Programme at present is as follows:

- There is no expenditure against the Enabling Work Project revenue budget, whilst there is revenue overspend against the nVCC project.

## 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 4 provides cumulative report to 31<sup>st</sup> March 2024. The report for 2024-25 is currently being developed and will be in line with the approved nVCC FBC.

9.3 The cumulative report shows a total spend for the TCS Programme of £68.635m (£63.443m Capital, £5.192m Revenue) to 31<sup>st</sup> March 2024. The total pay costs for this period were £15.239m.

9.4 The spend to 31<sup>st</sup> March 2024 for each Project within the Programme is summarised below.

Programme Management Office .....	£2.187m
Project 1 Enabling Works .....	£34.735m
Project 2a nVCC.....	£26.221m
Project 2c Whitchurch Hospital Site .....	£0.051m
Project 3a Integrated Radiotherapy Solution.....	£0.1.049m
Project 3b Digital Strategy .....	£0.200m
Project 4 Radiotherapy Satellite .....	£0.393m
Project 5 SACT and Outreach .....	£0.002m
Project 6 Service Delivery and Transformation .....	£3.798m
Project 7 Decommissioning .....	£0m

9.5 The spend to 31<sup>st</sup> March 2024 for each financial year is summarised below.

2014-15 .....	£0.328m
2015-16 .....	£2.398m
2016-17 .....	£6.168m
2017-18 .....	£3.909m
2018-19 .....	£4.267m
2019-20 .....	£2.928m
2020-21 .....	£3.924m
2021-22 .....	£6.429m
2022-23 .....	£17.365m
2023-24 .....	£20.918m

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

Construction Costs .....	£19.842m
ASDA Works.....	£6.660m
Competitive Dialogue .....	£6.196m
Advanced Design and Works .....	£6.016m
Project Control.....	£5.198m

## APPENDIX 1: TCS Programme Budget and Spend as at 30<sup>th</sup> November 2024

<b>TCS Programme Budget &amp; Spend 2024-25</b>						
<b>CAPITAL</b>	Year to Date			Financial Year		
	Budget Nov-24 £	Spend Nov-24 £	Variance Nov-24 £	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>						
Project Leadership nVCC	0	299,314	-299,314	0	468,762	-468,762
Project 1b - Enabling Works FBC	0	157,906	-157,906	0	241,112	-241,112
Project 2d - New Velindre Cancer Centre FBC	0	683,106	-683,106	0	1,177,354	-1,177,354
<b>Capital Pay Total</b>	<b>0</b>	<b>1,140,327</b>	<b>-1,140,327</b>	<b>0</b>	<b>1,887,228</b>	<b>-1,887,228</b>
<b>NON-PAY</b>						
nVCC Project Delivery	0	35,287	-35,287	0	89,457	-89,457
Project 1b - Enabling Works FBC	0	2,843,726	-2,843,726	0	3,251,726	-3,251,726
Project 2c - Whitchurch Hospital Site	0	20,187	-20,187	0	281,187	-281,187
Project 2d - New Velindre Cancer Centre FBC	0	610,364	-610,364	0	1,686,805	-1,686,805
<b>Capital Non-Pay Total</b>	<b>0</b>	<b>3,509,564</b>	<b>-3,509,564</b>	<b>0</b>	<b>5,309,175</b>	<b>-5,309,175</b>
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>4,649,891</b>	<b>-4,649,891</b>	<b>0</b>	<b>7,196,404</b>	<b>-7,196,404</b>

<b>REVENUE</b>						
	Year to Date			Financial Year		
	Budget Nov-24 £	Spend Nov-24 £	Variance Nov-24 £	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>						
nVCC FBC	40,792	40,792	0	65,082	65,082	0
Programme Management Office	217,280	193,650	23,631	330,695	330,695	0
Project 6 - Service Change Team	201,312	173,861	27,451	310,391	310,391	0
<b>Revenue Pay Total</b>	<b>459,385</b>	<b>408,303</b>	<b>51,082</b>	<b>706,168</b>	<b>706,168</b>	<b>0</b>
<b>NON-PAY</b>						
Enabling Works FBC	28,434	0	28,434	28,434	0	28,434
nVCC FBC	0	18,792	-18,792	0	28,434	-28,434
Programme Management Office	1,500	2,746	-1,246	1,500	1,500	0
Project 6 - Service Change Team	7,798	259	7,539	12,690	12,690	0
<b>Revenue Non-Pay Total</b>	<b>37,732</b>	<b>21,796</b>	<b>15,935</b>	<b>42,623</b>	<b>42,623</b>	<b>0</b>
<b>REVENUE TOTAL</b>	<b>497,116</b>	<b>430,099</b>	<b>67,017</b>	<b>748,792</b>	<b>748,792</b>	<b>0</b>

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

Description	Date	Funding Type	
		Capital	Revenue
<b>Programme Management Office</b>		<b>£0</b>	<b>£0.332m</b>
Commissioner's Funding	01 April 2024	£0	£0.240m
Trust Revenue Funding	01 April 2024	£0	£0.078m
WG Pay Award Funding 2024-25	November 2024	£0	£0.014m
<b>Enabling Works FBC</b>		<b>£0</b>	<b>£0.028m</b>
WG Funding - tbc	-	£0	£0
Escrow Bank Account Interest	04 June 2024	£0	£0.028m
<b>New Velindre Cancer Centre FBC</b>		<b>£0</b>	<b>£0.065m</b>
WG Funding - tbc	-	£0	£0
WG Pay Award Funding 2024-25	November 2024	£0	£0.065m
<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>£0.323m</b>
Commissioner's Funding	01 April 2024	£0	£0.180m
Trust Revenue Funding	01 April 2024	£0	£0.140m
WG Pay Award Funding 2024-25	November 2024	£0	£0.003m
<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>£0.749m</b>

## Appendix 3: Sources of Funding and In Year Changes 2024-25

### Sources of Capital Funding

#### Initial Allocation (as at 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 November 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 April 2024)

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

#### Overall Change to Allocation

Project	LHB Comm'rs	Trust Reserves	Escrow Interest	WG Pay Award	Total Funding
PMO	£0	£0	£0	£0.014m	£0.014m
EW	£0	£0	£0.028m	£0	£0.028m
nVCC	£0	£0	£0	£0.065m	£0.065m
SDT	£0	£0	£0	£0.003m	£0.003m
<b>Total</b>	<b>£0</b>	<b>£0</b>	<b>£0.028m</b>	<b>£0.082m</b>	<b>£0.110m</b>

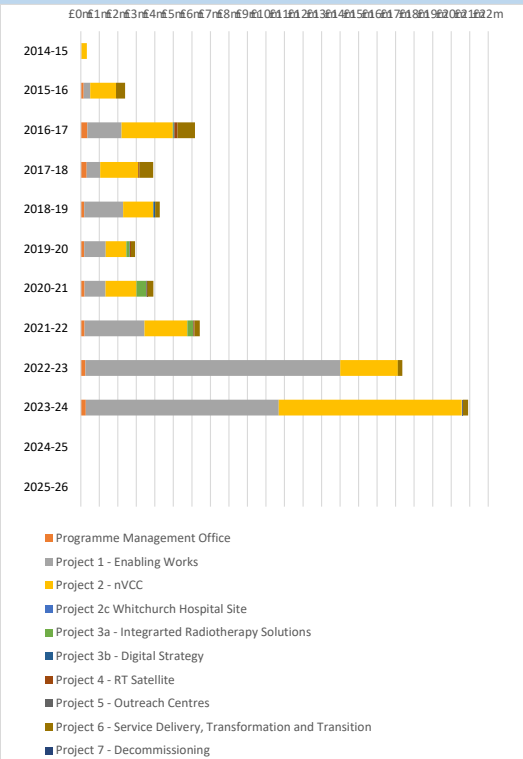
#### Current Allocation (as at November 2024)

Project	LHB Comm'rs	Trust Reserves	Escrow Interest	WG Pay Award	Total Funding
PMO	£0.240m	£0.078m	£0	£0.014m	£0.333m
EW	£0	£0	£0.028m	£0	£0.028m
nVCC	£0	£0	£0	£0.065m	£0.065m
SDT	£0.180m	£0.140m	£0	£0.003m	£0.323m
<b>Total</b>	<b>£0.420m</b>	<b>£0.218m</b>	<b>£0.028m</b>	<b>£0.082m</b>	<b>£0.749m</b>

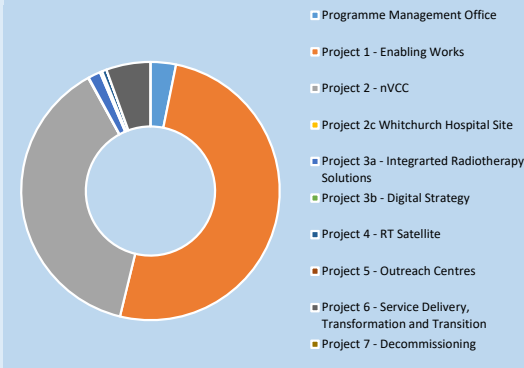
# APPENDIX 4: TCS Cumulative Spend Report to 31<sup>st</sup> March 2024

## SUMMARY OF CUMULATIVE TCS SPEND TO 31 MARCH 2024

**SPEND PER PROJECT PER YEAR**



**SPEND FOR EACH PROJECT ACROSS ALL YEARS**

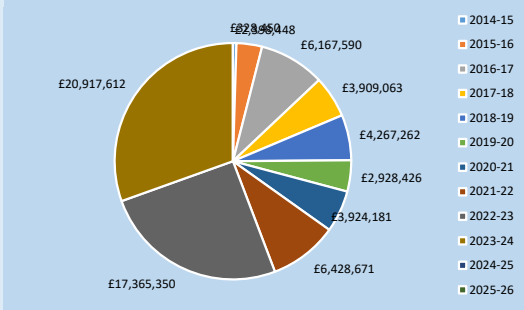


**TOTAL SPEND BY PROJECT TO DATE**

**£68,635,053**

Programme Management Office	£2,186,915
Project 1 - Enabling Works	£34,734,803
Project 2 - nVCC	£26,220,533
Project 2c Whitchurch Hospital Site	£50,807
Project 3a - Integrated Radiotherapy Solutions	£1,049,425
Project 3b - Digital Strategy	£199,786
Project 4 - RT Satellite	£393,293
Project 5 - Outreach Centres	£1,909
Project 6 - Service Delivery, Transformation and Transition	£3,797,583
Project 7 - Decommissioning	-

**SPEND FOR EACH YEAR ACROSS ALL PROJECTS**



**DELIVERABLES WITH HIGHEST EXPENDITURE TO DATE**

1	Construction Costs	£19,841,778
2	Asda	£6,659,918
3	Competitive Dialogue	£6,196,147
4	Advanced Design and Works	£6,015,699
5	Project Control	£5,198,999

**PROPORATIONAL SPEND FOR EACH DELIVERABLE ACROSS ALL YEARS**



## TCS Programme Scrutiny Sub-Committee

### NVCC HIGHLIGHT REPORT

<b>DATE OF MEETING</b>	19 December 2024
<b>PUBLIC OR PRIVATE REPORT</b>	Public
<b>IF PRIVATE PLEASE INDICATE REASON</b>	NOT APPLICABLE - PUBLIC REPORT
<b>REPORT PURPOSE</b>	INFORMATION / NOTING
<b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b>	NO
<b>PREPARED BY</b>	Peter Sowerby, Project Manager
<b>PRESENTED BY</b>	David Powell, Project Director
<b>APPROVED BY</b>	David Powell, Project Director
<b>EXECUTIVE SUMMARY</b>	<p>The nVCC Project produces a monthly Highlight Report which is presented to the TCS Scrutiny Sub-Committee for information.</p> <p>The project status for the month of November is <b>Amber</b>.</p>
<b>RECOMMENDATION / ACTIONS</b>	The TCS Programme Scrutiny Sub-Committee are requested to <b>NOTE</b> this report.

<b>GOVERNANCE ROUTE</b>	
<b>List the Name(s) of Committee / Group who have previously received and considered this report:</b>	<b>Date</b>
nVCC Project Board	11/12/2024
<b>SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS</b>	
Noted by the December nVCC Project Board.	

<b>7 LEVELS OF ASSURANCE</b>	
<b>ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR</b>	<b>Select Current Level of Assurance</b>

<b>APPENDICES</b>	
<b>A</b>	nVCC Project Highlight Report – November 2024

<b>ACRONYMS</b>	
nVCC	New Velindre Cancer Centre

## **1 INTRODUCTION**

- 1.1 The nVCC Project produces a monthly Highlight report to provide high level information to the Trust on the status of the Project.

## **2 SUMMARY OF MATTERS FOR CONSIDERATION**

- 2.1 The Highlight Report details at a high level:
- Overview of progress for the reporting period
  - Key decisions pending
  - Project Governance Assurance
  - Top Project Risks and Issues
  - Progress against Key Milestones in the reporting period, including missed Milestones
  - Update on PA obligations for the period and compliance status
- 2.2 The nVCC Project Highlight Report for November is appended as Appendix A.



### 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 type="checkbox"/></li> <li>• A sustainable organisation that plays its part in creating a better future for people across the globe <input type="checkbox"/></li> </ul>	
<b>RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF)</b> <i>For more information: <a href="#">STRATEGIC RISK DESCRIPTIONS</a></i>	08 - Trust Financial Investment Risk
<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	<b>Select all relevant domains below</b>
	Safe <input type="checkbox"/> Timely <input type="checkbox"/> Effective <input type="checkbox"/> Equitable <input type="checkbox"/> Efficient <input checked="" type="checkbox"/> Patient Centred <input type="checkbox"/>
	The Key Quality & Safety related issues being impacted by the matters outlined in the report and how they are being monitored, reviewed and acted upon should be clearly summarised here and aligned with the Six Domains of Quality as defined within Welsh Government's Quality and Safety Framework: Learning and Improving (2021).  Efficient Reporting by exception



<p><b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b> For more information: <a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a></p>	<p>Not yet completed (Include further detail below why)</p>
<p><b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b></p>	<p>A Healthier Wales - Physical and mental well-being are maximised and in which choices and behaviours that benefit future health</p>
<p><b>FINANCIAL IMPLICATIONS / IMPACT</b></p>	<p>There is no direct impact on resources as a result of the activity outlined in this report.</p> <p><b>Source of Funding:</b> Welsh Government</p> <p>Please explain if 'other' source of funding selected: <b>Click or tap here to enter text</b></p> <p><b>Type of Funding:</b> <b>Revenue and Capital Funding</b></p> <p><b>Scale of Change</b> Please detail the value of revenue and/or capital impact: <b>Click or tap here to enter text</b></p> <p><b>Type of Change</b> <b>Major Programme</b> Please explain if 'other' source of funding selected: <b>Click or tap here to enter text</b></p>
<p><b>EQUALITY IMPACT ASSESSMENT</b> For more information: <a href="https://nhs.wales365.sharepoint.com/sites/VEL/_ntranet/SitePages/E.aspx">https://nhs.wales365.sharepoint.com/sites/VEL/_ntranet/SitePages/E.aspx</a></p>	<p>Not required - please outline why this is not required</p> <p><i>This relates to the ongoing contract management of the nVCC Project.</i></p>
<p><b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b></p>	<p>Yes (Include further detail below)</p> <p>Compliance with Public Procurement Regulations</p>



#### 4 RISKS

<b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b>	Yes - please complete sections below
<b>WHAT IS THE RISK?</b>	<i>Yes, multiple – as detailed within Appendix A – nVCC Project Highlight Report – November 2024</i>
<b>WHAT IS THE CURRENT RISK SCORE</b>	<i>Insert Datix current risk score</i>
<b>HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?</b>	<i>[In this section, explain in no more than 3 succinct points what the impact of this matter is on this risk].</i>
<b>BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?</b>	<i>Insert Date</i>
<b>ARE THERE ANY BARRIERS TO IMPLEMENTATION?</b>	<b>Choose an item</b>
	<i>[In this section, explain in no more than 3 succinct points what the barriers to implementation are].</i>
<b>All risks must be evidenced and consistent with those recorded in Datix</b>	

# nVCC Project –Highlight Report

<b>Lead</b>	David Powell
<b>Reporting Period</b>	November 2024

## Progress in Period

Authority’s Project Milestones Progress in November		
Workstream	Milestones achieved in period	Milestones missed in period
Commercial	0	1* <sup>1</sup>
D&C	1	0
D&C (EW) (Authority)	2	0
Digital	0	1* <sup>2</sup>
Equipment, Commissioning and Migration	0	2* <sup>3</sup>
Engagement	0	0
<b>Project Total</b>	<b>3</b>	<b>4</b>
<i>(Data from MSP Dec 3.....)</i>		

The missed milestones related to:

\*<sup>1</sup> commercial agreement on changes arising from 1:50 design completion is awaiting breakdown of costs from Acorn and agreement on the change process to apply.

\*<sup>2</sup> recruitment for all digital posts has not commenced –

\*<sup>3</sup> Missed milestones relate to market research and planning with Acorn for small commonly available items (audio-visual, televisions) to be wall mounted by Acorn. Awaiting recruitment and information form Acorn.

(The engagement workstream noted that 2 Project Co milestones relating to delivery of Community Benefits were missed)

## Other Progress Highlights (authority)

1. An updated construction and RDD Programme was received on 4<sup>th</sup> November indicating the key construction completion dates will be achieved.
2. The RDD element was not accepted as it was already out of date and did not adopt a coordinated approach. Joint meetings were held during the month to develop an agreed approach that is practical for both parties.
3. Most RDD submissions received and reviewed during the month did not comply with requirements and had to be returned to Acorn with feedback for further work. The Authority responded to all submissions within contractual time.
4. Procurement for the major medical equipment items (Category 2C) was launched with a successful event with suppliers on 12 November and the issue of procurement documents on 28<sup>th</sup> November.
5. As part of the programme to engage cancer centre staff and prepare for migration to the new site, an interactive session was held with the Integrated Care Service.
6. Acorn are introducing mitigations in response to early warnings of infringements of planning conditions.

7. A team from Velindre presented to the Public Accounts and Public Administration Committee regarding the historic case for Kajima and the contractor.
8. An amendment to the EPSL licence for the construction access road was approved to reflect the revised construction dates and subsequent use as the nVCC emergency access road.
9. Monitoring of Acorn's construction work has continued, by the Trust and the Independent Tester. Construction work continued on the foundations, walls and columns with all 4 tower cranes in operation.
10. The first of the recommendations of the Governance and Capability review was closed following the November Project Board and progress has continued on the others.

	November	October	
<b>Plan Performance (authority)</b>	Amber	Green	Rated Amber due to issues of capacity and recruitment.
<b>Plan Performance (whole project)</b>	Amber	Amber	Revised construction plan improves confidence since October but RDD issues remain.
<b>Finance</b>	Green	Amber	FBC finance case approved in November
<b>Resource</b>	Amber	Amber	Issues of recruiting to key posts and the capacity challenge in implementing the Governance and Capability Review recommendations.
<b>Quality</b>	Amber	Amber	

### Risks & Issues

#### Key matters facing the project are: -

1. **Resourcing** - Capacity and capability of the Project Team remains an issue, Several key posts remain to be appointed and team time is needed to work with the external advisors to implement the recommendations from the Governance and Capability review. Recruitment to key posts and procurement of interim placements has been difficult.
2. **Project Co RDD Programme** –the RDD elements of the revised Programme require ongoing discussion to achieve a practical solution. There remains a high proportion of submissions that are not compliant with requirements and which generate additional work for the Trust.
3. **Change Requests**
  - Authority is considering a Change request from Acorn to change the concrete specification for the building. The issue for the Authority is the loss of embodied carbon with no mitigation to off-set this loss. There is a continuing issue of the contractor attempting to progress change outside the main process.
  - Acorn have requested that the large number of small value changes arising from design completion be treated together as a medium or large change. There are cost and commercial implications that are being considered.
4. **Call on the Quantified Risk Assessment contingency.**

The tenders received to build the HV Intake room are higher than the figure approved by the Trust and in the Enabling Works Addendum agreed with Welsh Government. This Project Board is being asked to approve the additional spend, to be funded by application to the QRA.

Risks scored 12 and above in the risk register and emerging risks include: -:

<p><b>Inadequate Fibre Divergence</b> Both fibre ducts coming onto site are close to each other therefore both lines could be disabled in a single incident, resulting in nVCC losing all digital connectivity. Mitigation: An alternative route, designed by the Project's Technical Advisor, has been proposed to BT Openreach. The response received in October needs further follow-up.</p>	<b>15</b>
<p><b>Resourcing</b> Insufficient capacity in the workstream(s) to develop the programmes needed. Time needed to implement the capacity and capabilities for the existing team.</p>	<b>12</b>
<p><b>Construction contractor (SACYR Construction) Performance</b> Construction programme is delayed by some 8 weeks but with a commitment to recover. Delays in resourcing the construction project. Construction mistakes made that has impacted third parties such as Welsh Water.</p>	<b>12</b>
<p><b>Relationships</b> There is a risk that the relationships between the three parties (Authority; Project Co and SACYR Construction) could deteriorate resulting in a dispute.</p>	<b>12</b>
<p><b>Completion of the RDD Process</b> Ongoing design to complete the 1:50 designs has resulted in design changes. RDD process is delayed as matters need to be finalised. SACYR Construction have changed the Design Lead.</p>	<b>12</b>
<p><b>Retained PA obligations</b> The Authority has to make an application of the TCAR2 planning permission to extend to November 2027; complete the HV Intake Room; complete the S278 Highways works; and complete the Off-site Habitat works.</p>	<b>12</b>
<p><b>Planning Compliance</b> Breach of planning conditions by Acorn could lead to enforcement notices and programme delay. Mitigation. – the authority are monitoring and advising Acorn of any breaches they observe to support full compliance.</p>	<b>12</b>

**Early Warnings**

1. **Timber Solution** – the Authority is still in discussion with Project Co who may issue a change request for the exposed timber structure in the Lolfa. SACYR Construction position is that they are unable to provide this solution. The reasons relate to complying with STA Guidance; challenges of carrying out a burnout analysis; impact of the project programme; and design sign off. Alternative proposals are being developed. The issue for the Authority is the loss of embodied carbon in the revised solution.

**Forward Look for next reporting period (December)**

1. **Recruitment.** – The project will work with HR to market vacancies for specialist roles (e.g digital or equipment) beyond the normal NHS channels.
2. **Engagement with Shared Services Specialist Estates Services (SES)** – the SES proposal to allocate a full-time role to lead their input to the project is to be implemented.
3. **the Governance and Capability review** - further deliverables will be received from advisors to close out recommendations from the review.
4. **Planning Application**  
Submission of an Environmental Impact Assessment and Planning Application for the extended use of the TCAR is planned for December.
5. **Learning from wider NHS experience.**  
Meetings and visits in December are planned with Southmead Hospital and The Grange project management team.

## TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE

### Communications and Engagement Update

<b>DATE OF MEETING</b>	19 December 2024
<b>PUBLIC OR PRIVATE REPORT</b>	Public
<b>IF PRIVATE PLEASE INDICATE REASON</b>	NOT APPLICABLE - PUBLIC REPORT
<b>REPORT PURPOSE</b>	INFORMATION / NOTING
<b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b>	NO
<b>PREPARED BY</b>	Thomas Deacon, Senior Communications Manager
<b>PRESENTED BY</b>	Non Gwilym, Interim Director of Corporate Governance
<b>APPROVED BY</b>	Non Gwilym, Interim Director of Corporate Governance
<b>EXECUTIVE SUMMARY</b>	A summary of communications and engagement activity to support and promote the work of the nVCC project during the reporting period.
<b>RECOMMENDATION / ACTIONS</b>	The TCS Programme Scrutiny Sub-Committee is asked to <b>NOTE</b> the contents of the report.
<b>GOVERNANCE ROUTE – N/A</b>	



GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

## 7 LEVELS OF ASSURANCE – N/A

## APPENDICES – N/A

### 1. SITUATION

This report outlines the communications and engagement activities supporting the nVCC project since the previous meeting.

### 2. BACKGROUND

The report details the work to promote the nVCC project, details the reactive communications issued and highlights the engagement activities carried out.

### 3. ASSESSMENT

#### **Community engagement**

Our Winter Jambori session was well attended on December 10 where families enjoyed creating Christmas cards with rubber stamping with an artist from Printheus, alongside a variety of other arts and crafts, and met Santa. Donated Advent calendars were also handed out to children.

#### **Regular resident drop-in**

Our regular nVCC resident drop-in meeting took place on November 27 at Noddfa with members of the nVCC team and Acorn team. One member of the public attended for general information. Communications were shared as usual to promote the drop-in. Our next regular resident drop-in event where members of the public can ask members of the Trust and Acorn team questions about the nVCC project is scheduled for January 29 due to the Christmas break.

#### **The Big Conversation**

Following the workshop with members of SLT in September, an additional workshop took place on November 26 with the VCS Integrated Care Directorate to support further transition planning. This was a successful workshop and further workshops are planned with other departments across VCC in the coming months.

#### **nVCC Community Benefits**

Open Your Eyes Week – An initiative hosted by Cardiff Commitment which introduces industry and enterprise skills to primary school children. Two virtual education sessions were hosted in partnership with Acorn on November 27 for all

Year 5 and 6 pupils across Cardiff in both English and Welsh. The session helped bust myths around roles in construction and demonstrates the importance of collaborative working in healthcare. We are currently working on producing a communication highlighting the successful sessions and sharing the positive feedback received from the pupils.

### **Political stakeholder meetings**

One regular meetings with the local MS/MPs has taken place during the reporting period. We remain engaged with this key stakeholder group and communicate regularly via email and provide updates. A site visit with the MS, MP and local councillors is scheduled for January.

### **Public Accounts and Public Administration Committee**

On Thursday November 21, members of the Trust appeared before the Public Accounts and Public Administration Committee to answer questions related to the procurement process of the nVCC. The focus was the court proceedings involving Sacyr and Kajima, both part of the Acorn consortium. There was limited media coverage following the committee including a [BBC article](#) and a [Nation Cymru article](#).

### **All-staff Teams call with Acorn team**

An all-staff Teams call with members of the Acorn team took place on November 26 and focused on Sacyr's THRIVE community initiatives. All VCC staff were invited to the call. The regular series of staff engagements from Acorn will continue to take place during 2025.

### **Whitchurch Hospital Grounds**

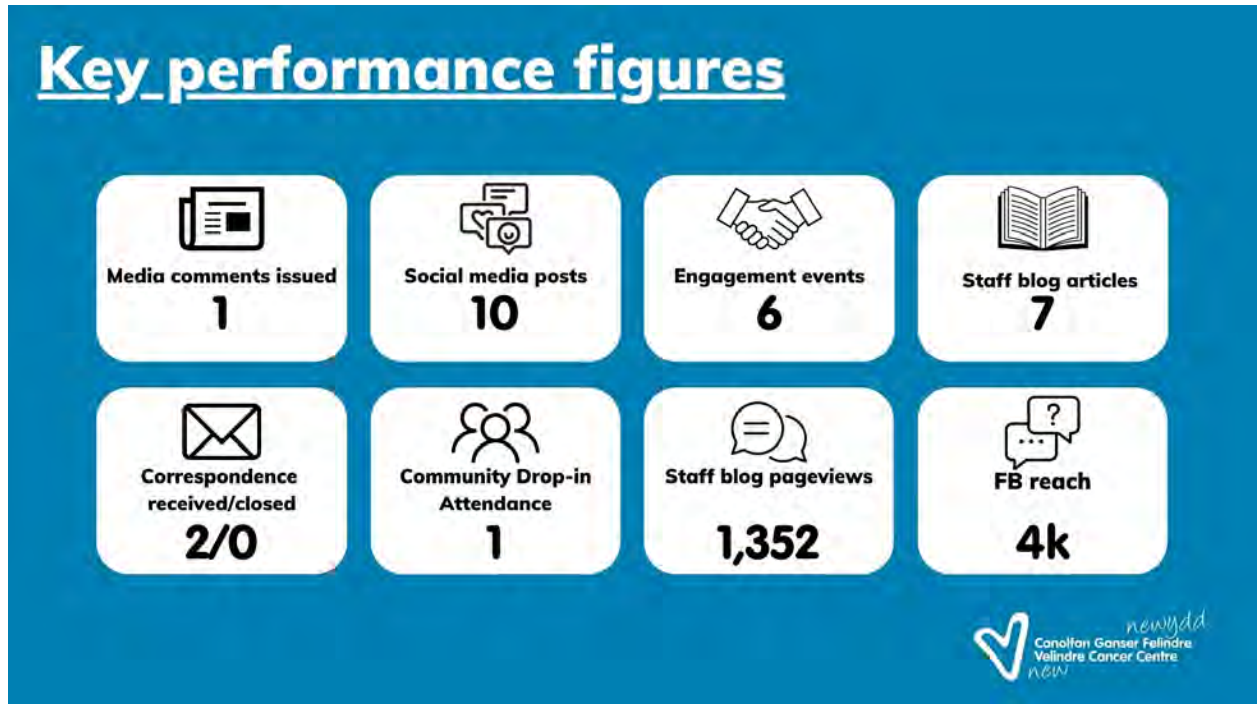
Communications were issued following the transfer of Whitchurch Hospital Grounds to Velindre. You can read more on that [here](#). Comms were issued on social media, on the staff intranet and via a letter to the three local sports clubs. There has been limited reaction to the announcement.

### **Promotional recruitment video**

A video produced alongside Sacyr was issued highlighting the nVCC project and encouraging people to join the project. It was filmed on the VCC and nVCC site with various colleagues from across the Trust and a version will be used by Sacyr to encourage construction workers to join the project. You can watch it [here](#).



## Key statistics



## NEXT MONTH

For the next month, our priorities will be as follows:

- Continuing to support Acorn with their communications and engagement programme
- Finalising the nVCC hoarding design and exhibition displays
- Continuing to promote the nVCC project through regular staff and public communications
- Finalising the formal launch of the engagement hub in the cancer centre and an ongoing engagement programme with staff
- Attending VCS service interface meetings to support the delivery of the Equipment, Commission and Transition workstream
- The Workstream will be working with the Design and Construction Workstream in negotiation with Project Co regarding the Public Arts programme of works as this develops spring 2025.

## 4. SUMMARY OF MATTERS FOR CONSIDERATION

N/A



## 5. 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 type="checkbox"/></li> <li>• An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations <input checked="" 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 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>	02 - Partnerhips Working / Stakeholder Engagement
<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	<b>Select all relevant domains below</b>
	<ul style="list-style-type: none"> <li>Safe <input type="checkbox"/></li> <li>Timely <input type="checkbox"/></li> <li>Effective <input checked="" type="checkbox"/></li> <li>Equitable <input checked="" type="checkbox"/></li> <li>Efficient <input type="checkbox"/></li> <li>Patient Centred <input type="checkbox"/></li> </ul>
	The Key Quality & Safety related issues being impacted by the matters outlined in the report and how they are being monitored, reviewed and acted upon should be clearly summarised here and aligned with the Six Domains of Quality as defined within Welsh Government's Quality and Safety Framework: Learning and Improving (2021).



<p><b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b> For more information: <a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a></p>	Not required
<p><b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b></p>	<p>A Wales of Cohesive Communities - Attractive, viable, safe and well-connected communities. All Wellbeing goals are considered in the development and implementation of the Communications and Engagement plan in support of the nVCC,</p>
<p><b>FINANCIAL IMPLICATIONS / IMPACT</b></p>	<p>There is no direct impact on resources as a result of the activity outlined in this report.</p>
<p><b>EQUALITY IMPACT ASSESSMENT</b> For more information: <a href="https://nhswales365.sharepoint.com/sites/VEL_I/ntranet/SitePages/E.aspx">https://nhswales365.sharepoint.com/sites/VEL_I/ntranet/SitePages/E.aspx</a></p>	<p>Not yet completed - Include further detail below why  The new strategy in support of the FBC will be subject to the EQIA.</p>
<p><b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b></p>	<p>There are no specific legal implications related to the activity outlined in this report.</p>

**6. RISKS**

<p><b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b></p>	No
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# TCS PROGRAMME SCRUTINY SUB-COMMITTEE

## TCS PROGRAMME DIRECTOR AND INTERDEPENDENCIES REPORT

DATE OF MEETING	19/12/2024
PUBLIC OR PRIVATE REPORT	Public
IF PRIVATE PLEASE INDICATE REASON	NOT APPLICABLE - PUBLIC REPORT
REPORT PURPOSE	ASSURANCE
IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?	NO
PREPARED BY	Gavin Bryce, Associate Director of Programmes Carys Jones, Senior Programme Delivery & Assurance Manager, TCS Jessica Corrigan, TCS Programme Support Officer
PRESENTED BY	Lauren Fear, Transformation Director (Interim)
APPROVED BY	Lauren Fear, Transformation Director (Interim)
EXECUTIVE SUMMARY	<p>The Delivery Confidence Assessment (DCA) for the current definition of the TCS Programme has been assessed against the DCA criteria and deemed to be <b>Amber-Red</b> in this reporting period, which has remained the same from the previous month due to no major de-escalation from the nVCC Project and Velindre Futures projects reported in this period.</p> <p>Several key matters are highlighted <b>for information</b> which are set out in Section 3 Assessment - Matters of note in reporting period.</p>
RECOMMENDATION / ACTIONS	It is recommended that the DCA for the overall Programme is <b>Amber-Red</b> .

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	
As a result of previous discussions at TCS Scrutiny Sub-Committee, an additional 'Workforce Requirements' section (Section C) has been added to this report and will provide a comprehensive update every quarter. The next update will be provided in February 2025 Programme Director and Interdependencies Report.	

7 LEVELS OF ASSURANCE	
<i>If the purpose of the report is selected as 'ASSURANCE', this section <b>must be</b> completed.</i>	
<b>ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR</b>	Level 3 - Actions for symptomatic, contributory and root causes. Impact from actions and emerging outcomes

APPENDICES	
Appendix A	Delivery Confidence Assessment (DCA) Criteria Description

**1. SITUATION**

- 1.1 The purpose of the report is to report on the interdependencies between the nVCC Project and other Velindre transformation projects which may impact upon delivery of the nVCC within time, cost, and quality tolerances. This refined interdependency focus also more directly meets the PwC recommendation.
- 1.2 This report provides a monthly assessment of the TCS Programme's performance against a range of criteria in relation to its live projects.
- 1.3 The reporting period covers 1<sup>st</sup> November – 30<sup>th</sup> November 2024.

**2. BACKGROUND**

- 2.1 This report covers the following areas:
  - A) Overall Programme Status: Delivery Confidence Assessment (DCA)
  - B) Project Performance from Highlight Reports
  - C) Workforce Requirements identified across Projects
  - D) Engagement, Alignment and Escalation
  - E) Summary of Dependencies & Associated Risks
  - F) Programme Risks

### 3. ASSESSMENT

#### MATTERS OF NOTE IN REPORTING PERIOD

The following areas are highlighted for information:

- nVCC Full Business Case approval letter received by the Trust on 21<sup>st</sup> November 2024.
- The Satellite Radiotherapy Unit (SRU) has received formal notification of an 8-week and 4-day delay to build completion issued by contractors on the 28<sup>th</sup> Oct 2024 which takes build completion to 15<sup>th</sup> April, and first patient treatment date 18<sup>th</sup> June 2025. This in affect removes any available contingency from SRU project plan and should a further delay occur the impact could be more significant with regards to Radiotherapy capacity.
- A number of risks have been reported by Velindre Futures but are yet to go through formal approval and therefore are not set out in this report.
- National TrAMS overall project status increased from Amber to Red.

#### A) Overall Programme Status: Delivery Confidence Assessment (DCA)

- 3.1 This report against the scope of the TCS Programme as currently set out.
- 3.2 The TCS Associate Director of Programmes and the interim TCS Programme Director have reviewed the current position in relation to the programme's performance (as set out in the table above) and assessed the Programme's current DCA status accordingly.
- 3.3 This assessment covers the reporting period between 1<sup>st</sup> November – 30<sup>th</sup> November 2024 and has concluded an **Amber-Red status** which remains the same as last month. However, it is noteworthy that the nVCC Full Business Case (FBC) approval letter has been received which de-risks the nVCC Project considerably. Conversely, this reporting period a number of high rated risks have been recorded by the Velindre Futures Programme. On balance, it is therefore recommended that the overall delivery confidence assessment remains Amber-Red.

3.4 Further more detailed rationale for the DCA assessment is set out below:

Previous DCA	Current DCA	Rationale for DCA:	Mitigating Actions:	Action Status:
Amber-Red	Amber-Red	The Satellite Radiotherapy Unit (SRU) has received formal notification of an 8-week and 4-day delay to build completion issued by contractors on the 28 <sup>th</sup> Oct 2024 which takes build completion to 15 <sup>th</sup> April, and first patient treatment date 18 <sup>th</sup> June 2025. This in affect removes any available contingency from SRU project plan and should a further delay occur the impact could be more significant with regards to Radiotherapy capacity.	<p>Revisiting all commissioning plans to understand if able to access building sooner and accelerating timelines.</p> <p>Service colleagues are undertaken a detailed plan with regards to any delays with Radiotherapy capacity, as LA1 goes end of life in May 2025.</p>	In progress
		TrAMS the National timelines are being revised and therefore there is no confirmation of an anticipated implementation date and the Trust is unable to ascertain the level of impact.	Work is being undertaken to assess impact on nVCC and service if the NWSSP TrAMS project is not delivered before nVCC opening date.	An Impact Assessment will be presented to the next VUNHST TrAMS (31/12/2024) Board and subsequently Velindre Futures (02/01/2025).
		Some projects in wider TCS Programme not reporting against their full scope leading to a lack of oversight.	The position overall is improving considerably following the implementation of the Major Programme Report.	Further refinement of the Major Programme reporting continues and work on a Power BI interface is being scoped.
		Number of vacancies across TCS Programme (TCS, nVCC Project and Velindre Futures) leading to reduced oversight and delivery capability.	<p>Recruitment activities ongoing.</p> <p>nVCC: Now the FBC funding letter has been received the wider recruitment activities can progress.</p>	Recruitment ongoing.

**B) Project Performance from Highlight Reports**

4.1 The status of each component part of the Programmes' projects are set out in the table below together with an overall rating.

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Action Due Date
nVCC Project	Interim nVCC SRO	Plan Performance (Authority) <b>Amber</b>	Green	Amber	Green	Amber	Amber ↔	<p><b>Plan Performance (authority)</b> – Rated Amber due to issues of capacity and recruitment.</p> <p><b>Plan (whole project)</b> – The revised construction plan improves confidence since October reporting period but RDD issues still remain.</p> <p><b>Quality</b> – With regards to RDD, issues have arisen regarding the revised plan and quality of recent Acorn deliverables which have been returned to Acorn.</p> <p><b>Resource</b> – Issues of recruiting to key posts and the capacity challenge in implementing the Governance and Capability review recommendations.</p>	Individual Due Dates not currently provided.  To be added as part of minimum data set agenda.

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Action Due Date
Integrated Radiotherapy Solution (IRS)	Executive Director of Finance	Amber	Amber	<i>Metric not reported</i>	Amber	Amber	Amber ↔	<p>Digital and Treatment Planning Solution workstreams have ongoing constraints that may impact timelines, so close monitoring and resource management will be crucial.</p> <p>Workflow paperless project milestone has been recast due to interdependent workstream milestones not being met on time (digital interfaces). Training for Physics and Radiography is underway, and Medic training planning has started. Dual running and long-term patient migration planning is progressing with key meetings held to configure workflows and integrate data.</p> <p>Machine Clinical Commissioning - Project is now focused on SRU. SRU holds many uncertainties including; when temperature controls are in place, commissioning a new type of machine, working in new and remote location. All these add risk to the project delivery.</p> <p>TPS installation date uncertainty could cause overlap with other projects, potentially requiring extra resources.</p> <p>Digital workstream interface testing is ongoing, but complex data transition issues have required additional development. Testing continues through December, with efforts to maintain data reporting alignment and coordination with DHCW and Varian for system consistency.</p>	<p>Individual Due Dates not currently provided.</p> <p>To be added as part of minimum data set agenda.</p>

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Action Due Date
								Workforce and OD workstream recruitment is advancing, with 11 of 43 roles remaining vacant and candidates in final stages. Progress in staffing reduces risk, supporting project stability in upcoming phases.	
Satellite Radiotherapy Unit	Executive Director Strategic Transformation, Planning and Digital	Red	Amber	Metric not reported	Green	Amber	Red ↔	<p>Formal notification for an 8-week and 4-day delay to build caused by a previously reported incident. The contractor has issued a new programme on the 28<sup>th</sup> of October 2024 which takes build completion to 15<sup>th</sup> April.</p> <p>Linac Bunkers Sectional Completion achieved on the 22<sup>nd</sup> of October and now under the ownership of ABUHB.</p> <p>Two Linac's successfully delivered by Varian &amp; their contractors Rhenus on the 26<sup>th</sup> and 27<sup>th</sup> October with the support of both the contractors and ABUHB.</p> <p>Varian install paused due to firewall setup not having been completed. Varian &amp; VUHNST meetings underway to mitigate and reschedule software engineers.</p>	<p>Individual Due Dates not currently provided.</p> <p>To be added as part of minimum data set agenda.</p>

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Action Due Date	
Outreach	Interim Chief Operating Officer						Red ↔	Discussions have taken place with internal VCC colleagues, to take stock of the current position in relation to outreach project. inclusive of Service leads and Clinical and medical colleagues. Particular emphasis around the care closer to home model and how virtual aspects of service provision will be enabled within the outreach project. It was agreed that engagement with patients at this early stage to allow them a voice within the project was another key aspect. Additional support to take forward the next step of the work is being sourced, a high-level work plan will be developed for discussion with Executive Board to advise our next steps.	Individual Due Dates not currently provided.  To be added as part of minimum data set agenda.	
Site Decommissioning	Project Director, nVCC <i>(Responsible Director)</i>	To commence 12-18 months prior to opening of nVCC						N/A	Planned site decommissioning activities and governance arrangements (incl. Business Justification Case) need to start to be developed.	Sept 2025

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Due Date
TrAMS	TBC	National TrAMS						<p>The focus of the National TrAMS Project is on the preparation of the SE Wales Hub OBC. With still no planning permission this work cannot proceed, an intention to approve is expected by 6<sup>th</sup> December. Estimate that the OBC will be completed December a slip on original timescale. Work to be completed includes the baseline of revenue costs, preferred option, and the benefits of the programme. Additionally, the funding mechanisms and shared costs for each Health Board.</p> <p>Work is being undertaken to assess impact on nVCC and service if the NWSSP TrAMS project is not delivered before nVCC opening date. An Impact Assessment will be presented to the next VUNHST TrAMS Board and subsequently Velindre Futures in January. Additional work is being undertaken to assess the slippage in timelines of the NWSSP TrAMS Programme to ensure the most up to date version of current documents are available.</p> <p>A detailed plan will be present at the next Velindre Futures Board, this will allow visibility of the key milestones.</p>	<p>Individual Due Dates not currently provided.</p> <p>To be added as part of minimum data set agenda.</p>
	Interim Director VCC	Red	Red	Metric not reported	Amber	Green	Red ↑		
		VUNHST TrAMS							
		Amber	N/A	Metric not reported	Amber	Green	Amber ↔		

Project	Project Director / Responsible Owner	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Due Date
Whitchurch Hospital Site Disposal	Director of Transformation (Interim)	Green	Amber	Metric not reported	Amber	Green	Amber ↔	The next key milestone is 13 <sup>th</sup> January when the Trust and advisors will meet with Cardiff Council Planning and Heritage teams to confirm scope for listed status.	January 2025

### C) Workforce Requirements identified across Projects

As agreed during the TCS Programme Scrutiny Sub-Committee meeting on 21<sup>st</sup> November 2024, quarterly workforce updates will be provided within the Programme Directors and Interdependencies Report. The next update will be provided in February 2025.

Below is an overview of posts across SRU and IRS that are currently being recruited to, posts that are vacant, posts being advertised or are being reprofiled.

Status	WTE
<b>Satellite Radiotherapy Unit (SRU)</b>	
Posts recruited into	25.55 WTE
Vacant posts	12.0 WTE
Posts being advertised	3.0 WTE
Posts being reprofiled	2.0 WTE
<b>Integrated Radiation Solutions (IRS)</b>	
Posts recruited into	39.5 WTE
Vacant posts	8.5 WTE

## **D) Engagement, Alignment and Escalation (VCC / nVCC Planning Group)**

No update received.

## **E) Summary of Dependencies & Associated Risks**

### **Purpose of Section**

- The purpose of this section is to provide a summary of the dependencies *between* the various elements of the programme and highlight the potential impact should these become dependencies become misaligned.
- This section does **not** provide an assessment of each individual project's progress. A summary of individual project progress (as reported through their individual Highlight Reports) is available in Section B – Project Performance from Highlight Reports.

### **Developmental Work Required**

- Additional work is required in collaboration with VCC colleagues to develop a more expansive and detailed nVCC Operational Delivery Plan to clearly specify what deliverables are required from VCC to enable the delivery of the new Cancer Centre.
- Critically, this Operational Delivery Plan should set out **when** these deliverables are required, so that any dependencies are explicit and able to be managed. This will allow the Service to plan effectively whilst minimising any burden and service disruption.
- The work currently underway with the nVCC external advisors (Gardiner & Theobald and Currie & Brown) to develop a comprehensive programme of activities for the nVCC Project will greatly improve our ability to highlight the interdependencies accurately. Levels 1 & 2 of the 'Work Breakdown Structure' (WBS) has been agreed. This baseline position now allows for more detailed scheduling work to follow.

Project	Description	Originating From	Impacting On	Associated Risk ID	Update	Dependencies due by date:	Aligned / Misaligned / No Impact
<p><b>nVCC Enabling Works – Velindre EW Main Contract</b></p>	<p>There are a number of elements to the Velindre Enabling Works, all of which lead to the site being prepared and accessible for the construction of the nVCC. Should the totality of Velindre Enabling Works, which includes all vehicle access, utilities and HV intake room should not complete on time, the Trust may not fulfil its contract obligations. This could lead to the extension in overall construction timeline and potentially ultimate completion and opening of the nVCC and wider Programme activity including the IRS Implementation.</p>	<p>External contractors</p>	<p>nVCC Project</p>	<p>R403</p>	<p><b>S278 Works Procurement:</b></p> <ul style="list-style-type: none"> <li>• Expressions of interest is posted for the s278 works.</li> <li>• A revised ITT document package is in process with a framework identified to procure a contractor for the works.</li> <li>• Statutory Authorities are being contacted to complete the name change on the quotations and contracts for the utility diversions.</li> <li>• ITT S278 Works going out on 21/10/2024.</li> </ul> <p><b>HV Intake Room:</b></p> <ul style="list-style-type: none"> <li>• Project Co / Sacyr confirmed via a drawing issued on 26<sup>th</sup> September, the area available to construct. The drawing is accepted by the Trust.</li> <li>• ITT tender pack was published via eTenderWales on 30<sup>th</sup> September.</li> <li>• HV Intake Room already out to tender. Tender to be return on 21/10/2024.</li> </ul> <p><b>Utilities:</b></p> <p>Utilities to edge of site already in place, LV power available in March 2024. Full 6MVA infrastructure completed in April 2024.</p>	<p>S278 to be procured / in contract by 09/12/2024. Update to be provided during next reporting period.</p> <p>HV Intake Room to be procured / in contract by 09/12/2024. Update to be provided during next reporting period.</p>	<p>Currently Aligned</p>

Project	Description	Originating From	Impacting On	Associated Risk ID	Update	Dependencies due by date:	Aligned / Misaligned / No Impact
<b>nVCC Project Planning Matters</b>	The importance of the Planning matters being resolved for the nVCC Project to progress would mean that if they are not resolved the impact would be felt across the TCS Programme, impacting several dependencies including construction of the nVCC and therefore ultimately the planned opening date and planned workforce, digital and equipment dependencies and deliverables and the IRS implementation. Worst case would see the need for re-design of nVCC scheme leading to major delays and likely cost increases.	External contractors	nVCC Project	R438	R438 has been raised relating to potential planning expirations prior to completion of construction as a result of current delays. Based on the latest status regarding the outstanding Planning matters the likelihood of this dependency scenario would currently remain as 'Possible' and the impact 'Moderate'.	Submit Temporary Construction Access Route (TCAR) application by November 2026.	Currently Aligned
<b>TrAMS (Transforming Access to Medicines Services)</b>	The TrAMS Project will create a shared NHS service, to be delivered through three regional medicines hubs, and work is underway on a 5-year implementation process to bring this about. Redesigning the provision of Pharmacy Technical Services and the workforce involved. The planning and implementation will be on an All-Wales basis and the provision of a centralised service will impact of the patient facing service at Velindre Cancer Centre.	TrAMs National Programme	nVCC Project and Service Delivery	2200, 3291 3293, 3519	National timelines are being revised and therefore there is no confirmation of an anticipated implementation date, therefore Trust is unable to ascertain level of impact.  If TrAMs is not delivered to the anticipated timescale there will be the need to continue certain pharmacy services on VCC site and impacting on dual running.	April / May 2027	Currently Mis-Aligned / Not Known

Project	Description	Originating From	Impacting On	Associated Risk ID	Update	Dependencies due by date	Aligned / Misaligned / No Impact
<p><b>nVCC Project</b> Resilient Utilities to and from Site, PSBA, Water (incl. Waste) Electricity</p>	<p>The provision of resilient utilities to the MIM site will impact on the ability to commission the nVCC and delay equipment install.</p>	<p>External contractors</p>	<p>nVCC Project</p>	<p>R403</p>	<p>These impacts will be monitored via the Project Board, Risk Register (and Associated mitigations) and relying of Professional Advisors as necessary.</p>	<p>Water to edge of site: S106 connection completed by Walters in 2023.</p> <p>Waste to edge of site: S106 connection completed by Walters in 2023.</p> <p>HV Intake Room: Scheduled for end of June 2025. PA obligation is to be completed by end of August 2025.</p> <p>PSBA installation date will be 6-12 months off completion. BT infrastructure in place to edge of site, completed in 2023.</p>	<p>Currently Aligned</p>



**GIG**  
CYMRU  
**NHS**  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

Project	Description	Originating From	Impacting On	Associated Risk ID	Update	Dependencies due by date	Aligned / Misaligned / No Impact
<b>nVCC Project</b> Equipment, Identified Procurement, and installation.	Delays to the equipment, identified procurement routes, and associated installation could lead to delays and create a compensation event, or increased dual running duration and cost.	External contractors	nVCC Project	R385, R404, R405, R406, R407, R409, R412, R416, R419, R420, R421, R422, R423, R447*	These impacts will be monitored via the Project Board, Risk Register (and Associated mitigations) and relying of Professional Advisors as necessary. The Joint Equipment Committee will also oversee the equipment programme.	Commissioning plan within project agreement which provides dates for equipment installation and commissioning for each of the different categories of equipment.  The commissioning plan will be actively discussed at the joint commissioning group (Trust and Acorn).	Currently Aligned
<b>IRS Implementation Delays</b>	Implementation delays in the IRS programme could lead to delays to the ASP step up and create a compensation event, or increased dual running duration and cost.	IRS Project	nVCC Project and Service Delivery	IRS 007 IRS 038 IRS 080	These impacts will be monitored via the Project Board, Risk Register (and Associated mitigations) and relying of Professional Advisors as necessary.  The Joint Equipment Committee will also oversee the equipment programme.  Liquidated damages in the IRS contract may offset potential delay costs.	April 2027	Currently Aligned



Project	Description	Originating From	Impacting On	Associated Risk ID	Update	Dependencies due by date	Aligned / Misaligned / No Impact
<b>SRU</b> Completion Delay	A delay in the completion of the SRU could mean that the Trust has insufficient Radiotherapy Capacity to delivery timely care and new treatments.	SRU Project	nVCC Project and Service Delivery	Awaiting date. Information Requested but not received.	<p>The SRU project is reporting a delay which will have impact on Linac commissioning and first patient date.</p> <p>These impacts will be monitored via the Programme Board (currently EMB), Risk Register (and Associated mitigations) and relying of Professional Advisors as necessary.</p> <p>Liquidated damages in the SRU contract to offset potential delay costs.</p>	May 2025	Currently Aligned (at risk)
<b>Outreach</b> Outreach Facilities in Health Boards not Operational prior to nVCC opening	A delay in Outreach Facilities in Health Boards being operational prior to nVCC opening could mean that the Trust has insufficient SACT / Outpatient and Ambulatory Care Capacity to delivery timely care as the nVCC has been sized with outreach being partially decentralised.	Outreach Project	nVCC Project and Service Delivery	-	<p>These impacts will be monitored via the TCS and VF Programme Boards, Risk Register and associated mitigations and relying on Professional Advisors as necessary.</p>	6 months prior to nVCC opening – October 2026.	Misaligned / Not Known

**F) Programme Risks and issues – 1<sup>st</sup> November – 30<sup>th</sup> November 2024**

- 6.1 All risks with a **rating of ‘15’ or above** or with a rating of **‘12’ or above relating to patient safety** are usually reported within this report. There are no risks that meet this threshold within the reporting period for nVCC Project.
- 6.2 A number of risks and issues have been reported by Velindre Futures but are yet to go through formal approval and therefore are not set out in this report.
- 6.3 In parallel, the external advisors (Gardiner & Theobald and Currie & Brown) working alongside the nVCC Project to deliver the Governance & Capability Review recommendations, have undertaken an extensive gap analysis of risk management within the project. As a result of their analysis, a number of risk processes will be revised (taking into account corporate risk reporting requirements) which will result in an improvement to risk reporting overall.

**7 SUMMARY OF MATTERS FOR CONSIDERATION**

- 7.1 The TCS Programme Scrutiny Sub-Committee is asked to **ASSURE** the contents of the report and note the **Amber-Red** DCA rating.

**IMPACT ASSESSMENT**

TRUST STRATEGIC GOAL(S)	
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 checked="" type="checkbox"/></li> <li>• A beacon for research, development, and innovation in our stated areas of priority <input checked="" 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>	<b>Choose an item</b> All TCS risks 15 and above are escalated on the Trust risk register



<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	<b>Select all relevant domains below</b>											
	<table border="0"> <tr><td>Safe</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Timely</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Effective</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Equitable</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Efficient</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Patient Centred</td><td><input checked="" type="checkbox"/></td></tr> </table> <p>The implementation of the Trusts Clinical Operating Model as set out in the TCS programme will impact on all of the above metrics.</p>	Safe	<input checked="" type="checkbox"/>	Timely	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Equitable	<input checked="" type="checkbox"/>	Efficient	<input checked="" type="checkbox"/>	Patient Centred
Safe	<input checked="" type="checkbox"/>											
Timely	<input checked="" type="checkbox"/>											
Effective	<input checked="" type="checkbox"/>											
Equitable	<input checked="" type="checkbox"/>											
Efficient	<input checked="" type="checkbox"/>											
Patient Centred	<input checked="" type="checkbox"/>											
<b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b> <i>For more information: <a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a></i>	Not required											
	<p><i>[In this section, explain in no more than 3 succinct points why an assessment is not considered applicable or has not been completed].</i></p> <p><b>Click or tap here to enter text</b></p>											
<b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b>	<b>Choose an item</b>											
	If more than one Well-being Goal applies, please list below:											
	<i>The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated</i>											
	If more than one wellbeing goal applies, please list below:											
	<b>Click or tap here to enter text</b>											
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	Yes - please Include further detail below, including funding stream											
	The implementation of the TCS Clinical Operating model requires substantial investment in infrastructure to support clinical delivery.											



	<p>This has been broken down into a range of business cases and requires a mixture of Government, Commissioner and Trust Funding. Including innovative funding from the Welsh Government Mutual Investment Model.</p> <p><b>Source of Funding:</b> Other (please explain)</p> <p>Please explain if 'other' source of funding selected:</p> <p>Mutual Investment Model</p> <p><b>Type of Funding:</b> <b>Revenue</b></p> <p><b>Scale of Change</b> Please detail the value of revenue and/or capital impact:</p> <p><b>Type of Change</b> <b>Major Programme</b> Please explain if 'other' source of funding selected: <b>Click or tap here to enter text</b></p>
<p><b>EQUALITY IMPACT ASSESSMENT</b> <i>For more information:</i> <a href="https://nhs.wales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx">https://nhs.wales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx</a></p>	<p>Yes - please outline what, if any, actions were taken as a result</p>
	<p>The TCS Programme has an existing Equality Impact Assessment</p>
<p><b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b></p>	<p>Yes (Include further detail below)</p>
	<p><b>Click or tap here to enter text</b></p>



	There are multiple commercial contracts required to deliver the infrastructure elements of the TCS Programme.
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## 8 RISKS

Please see programme risk and issues section (h) and (i) for detailed analysis.

<b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b>	Yes - please complete sections below
<b>WHAT IS THE RISK?</b>	See programme risk and issues sections (h) and (i) for detailed analysis.
<b>WHAT IS THE CURRENT RISK SCORE</b>	All risks scoring >15 are entered into Datix to meet corporate reporting requirements.
<b>HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?</b>	<i>See above.</i>
<b>BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?</b>	<i>See above</i>
<b>ARE THERE ANY BARRIERS TO IMPLEMENTATION?</b>	Yes - please detail below
	<i>Resource, Cost, Time</i>
<b>All risks must be evidenced and consistent with those recorded in Datix</b>	

## Appendix A – Delivery Confidence Assessment

The Delivery Confidence Assessment (DCA) is a well-used method of providing an overview of a *Programme's status* (it is used by the Infrastructure Projects Authority (IPA) Gateway Reviews and recognised in the Managing Successful Programmes methodology). The evaluation framework for the DCA is set out below and it should be noted that the DCA is a qualitative based judgement having considered a range of evidence available across the Programme i.e., it is an indicator of the position and cannot be definitive.

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.