

- 1.0.0 STANDARD BUSINESS
- 1.2.0 Welcome and Introductions
Led by Chair: Stephen Harries
- 1.3.0 Apologies for Absence
Led by Chair: Stephen Harries
- 1.4.0 Declarations of Interest
Led by Chair: Stephen Harries
- 2.0.0 CONSENT
Nil
- 3.0.0 STANDARD BUSINESS
- 3.1.0 Minutes of the Sub-Committee Meeting held on 22nd September 2022
Led by Chair: Stephen Harries
To approve
PUBLIC TCS Programme Scrutiny Sub-Committee Minutes 22.09.22- LF.docx
- 3.2.0 Action Log of the Sub-Committee Meeting held on 22nd September 2022
Led by Chair: Stephen Harries
To approve
PUBLIC TCS Programme Scrutiny Sub-Committee Action Log 22.09.22 - Final Draft.docx
- 4.0.0 PROGRAMME GOVERNANCE
- 4.1.0 Communications and Engagement
Led by Lauren Fear, Director of Corporate Governance and Chief of Staff
To note
4.1 Comms & Engagement October 2022.docx
- 4.2.0 TCS Programme Finance Report
Led by Mark Ash, Assistant Project Director, nVCC
To note
4.2 TCS Finance Report (September 2022) - Cover Paper.docx
4.2 TCS Programme Board Finance Report (September 2022) - Main Report.docx
- 5.0.0 PROGRAMME DELIVERY
- 5.1.0 Programme Director's Report
Led by Carl James, Director of Strategic Transformation, Planning & Digital and Gavin Bryce, Assistant Director of Programmes
To note
5.1 TCS Programme Directors Report_Scrutiny_Oct 22_Public_Final.docx
5.1 Appendix B_Risk Register_Oct 22_Public Scrutiny_.pdf
- 6.0.0 PROJECT DELIVERY
- 6.1.0 PROJECT 2
- 6.1.1 RD&I Update
Led by David Powell, Project Director, nVCC
To note
6.1.1 221005 nVCC Non-Clinical RD&I Update Oct 2022 TCS Prog Board_0.1.docx
Appendix A nVCC Ideas - October 2022.pdf
Appendix B - Projects Log Oct 2022.pdf
- 7.0.0 ANY OTHER BUSINESS
Prior Agreement by the Chair Required
Led by Chair: Stephen Harries
- 8.0.0 REVIEW OF THE MEETING
Led by Chair: Stephen Harries
- 9.0.0 DATE AND TIME OF NEXT MEETING
Thursday 17th November at 10.00-11.00am
- 10.0.0 CLOSE

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD
22nd September 2022 at 2.00-3.00pm
Trust Headquarters, Nantgarw
(via Teams)

Members Present:

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

In attendance:

Steve Ham (SHam)	Trust Chief Executive
Carl James (CJ)	Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Matthew Bunce (MB)	Executive Director of Finance
Cath O'Brien (COB)	Chief Operating Officer
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Carys Jones (CJ)	Senior Programme Delivery & Assurance Manager
Cory Davies (CD)	Project and Programme Co-ordinator
Non Gwilym (NG)	Assistant Director Communications and Engagement
Mark Ash (MA)	Assistant Director of Finance
Hannah Moscrop (HM)	Project Manager
Liane Webber (LW)	Secretariat/Business Support Officer

Apologies:

Gavin Bryce (GB)	Planning Performance Programme Manager
Huw Llewellyn (HL)	Director of Commercial and Strategic Partnerships
Dr Jacinta Abraham (JA)	Executive Medical Director
David Powell (DP)	TCS Project Director

1.0	STANDARD BUSINESS	ACTION
1.1	Welcome & Introductions SHarries welcomed attendees to the meeting.	
1.2	Apologies for Absence Apologies were noted as above.	



1.3	Declarations of Interest No declarations of interest were received.	
2.0	CONSENT	
2.1	There were no items of consent.	
3.0	STANDARD BUSINESS	
3.1	Minutes of the Sub-Committee Meeting held on 19th July 2022 The minutes of the meeting held on 19 th July were confirmed as an accurate record.	
3.2	Action Log of the Sub-Committee Meeting held on the 19th July 2022 The action log was discussed and the following points were noted: <ul style="list-style-type: none">• Action 119 – CJ gave a brief update, noted that the recruitment process continues to prove challenging but that an interim solution has been found.• Actions 120, 121, 122 & 130 – plan to arrange a ‘single item agenda’ meeting in the week prior to the October Sub-Committee meeting to progress these actions. DM raised concern about the number of actions awaiting the stocktake report and sought assurance that these risks would be progressed immediately upon receipt of the stocktake. SH confirmed that progress had indeed been made and noted that when the stocktake is presented it will evidence this alongside reporting what work remains to be undertaken. The Sub-Committee approved the action log.	
4.0	PROGRAMME GOVERNANCE	
4.1	Communications & Engagement NG presented the Communications and Engagement update. DM requested asked a question on the work with Whitchurch Sports Club (para 3.10), NG explained the links with potential opportunities surrounding the Community Benefits packages which were noted. The Sub-Committee noted the Communications and Engagement update.	



4.2	TCS Programme Finance Report <p>MA presented the Finance Report and outlined the financial position of the TCS Programme as at end August 2022 and highlighted the following key matters to note regarding the nVCC project and enabling works project:</p> <ul style="list-style-type: none">• Due to the delay in the project, £3.4M handed back to Welsh Government which will be re-provided in 2023/24.• Final capital funding position for the enabling works project to be reported to Welsh Government by the end of October. <p>MA highlighted para 2.2. Noted that funds due to be re-provided from the EW project (previously provided from the nVCC project in 21/22) are not sufficient to cover the increased costs of the project, therefore discussions with Welsh Government are currently underway with regards to obtaining the required financial support from the Enabling Works project which would be expected to be paid back once the nVCC Full Business Case is approved. GJ sought clarity on the reference to low financial risk, although MB argued that it was not a significant risk worthy of note and would be managed effectively within the overall envelope and the QRA would give sufficient scope to cover any financial risks that may arise.</p> <p>The Sub-Committee noted the TCS Programme Finance Report.</p>	
5.0	PROGRAMME DELIVERY	
5.1	Programme Director's Report <p>CJ gave a brief outline of the Programme Director's Report, bring the Committee's attention to para 2.3. Noted that, although Delivery Confidence Assessment currently remains as amber, the stocktake, as previously discussed, is expected to have a significant effect on this.</p> <p>CJ also reported on attendance at a Welsh Government Infrastructure Investment Board at which both the Integrated Radiotherapy Solution and Radiotherapy Satellite Centre cases were heard and gave positive feedback. Noted that the decision on both cases is expected towards the end of September/early October. Letters of formal support from commissioning Health Boards are being obtained.</p> <p>HJ queried the statement under TCS Programme Performance which states "A Programme "Stock Take" has been undertaken to review the programme and has made 16 recommendations <i>which were considered by the July TCS Programme Delivery Board</i>". HJ felt that this was a potentially misleading statement, given that when the stocktake was presented in July</p>	



	<p>it was agreed that the format was such that members felt it could not be fully reviewed. CJ agreed to amend the report to reflect this.</p> <p>GJ highlighted Project 5 – Outreach Centres Operational (page 12 - Summary of Dependencies & Associated Risks) and sought clarity on the statement that “Outreach Centres need to be operational prior to the opening of the nVCC” as it had been previously reported that this was not the case. CJ reported that a number of these centres are already open with plans in place for the number to increase year-on-year. It was noted that this service had been affected significantly by the COVID pandemic and that the modelling was being refreshed in order to support the Stocktake work.</p> <p>The Sub-Committee noted the Programme Director’s report.</p>	CJ
5.2	<p>Hefyd+</p> <p>LF gave an overview on the Hefyd programme, the new name for Value-Add collaboration and outlined progress of the work undertaken. DM queried the accuracy of the term “social prescribing” as this is typically a term used for GPs prescribing non-clinical services/activities for a patient’s wellbeing. LF highlighted that the Ray of Light programme in particular does indeed fit under that traditional banner as patients are being referred into the programme by the cancer centre as part of their overall care package. DM reported on a recent and successful meeting with one of the local universities at which is leading in the field of social prescribing and there could be potential opportunities to work together.. LF and HM to look further into this with a view to arranging a meeting and would include updates as part of further Hefyd reports going forwards</p> <p>HM gave a presentation on the Sustainable Summer Jamboree. Noted that this had been an extremely successful and well-received event by staff and the local community and the Committee extended their thanks and congratulations to the team responsible. NG highlighted the importance of maintaining the links and relationships established with the community and expressed the need to consider how now to align this with the planned communications and engagement work in the longer term.</p>	
6.0	ANY OTHER BUSINESS	
	There were no additional items of business brought for discussion.	
7.0	REVIEW OF THE MEETING	
	There were no additional comments or questions.	



8.0	DATE & TIME OF NEXT MEETING	
	The next meeting of the Sub-Committee will be held on Tuesday 18 th October at 10.00-11.00am.	

DRAFT

TCS Programme Scrutiny Sub-Committee

22nd September 2022

Action Summary – PUBLIC - DRAFT

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
119	TCS Programme Risk Register CJ agreed to report to the April 2022 Sub-Committee on progress in getting a temporary solution in place regarding the project resource of Project 5 and looked to have the permanent way forward in place by June 2022.	Carl James	22/03/2022	18/10/22	<ul style="list-style-type: none"> Project Manager post agreed, evaluated and out for advert. Interviews in September. recruitment process continues to prove challenging but an interim solution has been found. 	OPEN
120	TCS Programme Risk Register CJ to pick up with Sarah Morley on the Transforming Cancer Services Programme Delivery Board as Workforce Director to pick up the analysis of the impact of recruitment issues across workstreams.	Sarah Morley	22/03/2022	18/10/22	<ul style="list-style-type: none"> There are four actions related to recruitment (120, 121, 122 and 130). Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee 	OPEN
121	TCS Programme Risk Register COB agreed to incorporate into the report addressing the issues that are currently scattered throughout the risk register to give assurance on the totality of the workforce issues that are being faced and what is being done to address these. COB agreed to ensure this is broken down to manage the programme of work and delivering the service and the thread that comes through it.	Cath O'Brien / Sarah Morley	22/03/2022	18/10/22	<ul style="list-style-type: none"> There are four actions related to recruitment (120, 121, 122 and 130). Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee 	OPEN

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	COB will work with BL and SM to articulate that and to show what is being done to address this issue.				<ul style="list-style-type: none"> Plan to arrange 'single item agenda' meeting in the week prior to the October Sub-Committee meeting to progress these actions. 	
122	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee, following a discussion in the June Board Development meeting	Steve Ham	04/05/22	18/10/22	<ul style="list-style-type: none"> There are four actions related to recruitment (120, 121,122 and 130). Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee Plan to arrange 'single item agenda' meeting in the week prior to the October Sub-Committee meeting to progress these actions. 	OPEN
130	Noted that work is underway to undertake targeted recruitment of key posts which are proving difficult to fill work with a Recruitment Marketing Agency in order to support us in doing this. Agreed to add to the agenda as a separate item at an upcoming meeting with accompanying paper detailing current needs vs baseline, etc.	Sarah Morley	21/06/22	18/10/22	<ul style="list-style-type: none"> There are four actions related to recruitment (120, 121,122 and 130). Following the presentation of the Stocktake work to the Committee, a specific focus on the workforce risks and actions will be presented to the following Committee plan to arrange 'single item agenda' meeting in the week prior to the October Sub- 	OPEN

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
					Committee meeting to progress these actions.	
131	HJ queried whether DM should be listed as a member of the committee as opposed to being listed as in attendance. CJ to clarify the position with Corporate Governance	Carl James	19/07/22	22/9/22	Confirmed DM should be listed as a member, minutes template to be amended.	CLOSED
132	Programme Director's Report HJ requested that target dates be added wherever actions are noted.	Carl James	19/07/22	22/9/22	Dates included in next version for September Committee,	CLOSED
133	Programme Director's Report HJ queried the statement under TCS Programme Performance which states "A Programme "Stock Take" has been undertaken to review the programme and has made 16 recommendations which were considered by the July TCS Programme Delivery Board". HJ felt that this was a potentially misleading statement, given that when the stocktake was presented in July it was agreed that the format was such that members felt it could not be fully reviewed. CJ agreed to amend the report to reflect this.	Carl James	22/09/22	18/10/22	Reflected in latest report	CLOSED
134	DM reported on a recent and successful meeting with one of the local universities at which is leading in the field of social prescribing and there could be potential opportunities to work together. LF and HM to look further into this with a view to arranging a meeting and would include as part of further Hefyd updates going forwards	Lauren Fear/ Hannah Moscrop	22/09/22	18/10/22	Contact made and progress will be reported in on-going Hefyd reporting	CLOSED

TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB-COMMITTEE

Communications and Engagement Update

DATE OF MEETING	18 October 2022
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report
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PREPARED BY	NON GWILYM, ASSISTANT DIRECTOR COMMUNICATIONS AND ENGAGEMENT
PRESENTED BY	NON GWILYM, ASSISTANT DIRECTOR COMMUNICATIONS AND ENGAGEMENT
EXECUTIVE SPONSOR APPROVED	LAUREN FEAR, DIRECTOR CORPORATE GOVERNANCE

REPORT PURPOSE	FOR NOTING
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COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING		
COMMITTEE OR GROUP	DATE	OUTCOME
nVCC/Enabling Works Project Board TCS Programme Board	13/10/22	Noted.

ACRONYMS	
nVCC	New Velindre Cancer Centre



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1. BACKGROUND

This paper provides the TCS Programme Scrutiny Sub-Committee with an update on communications and engagement since the September meeting.

2. ASSESSMENT

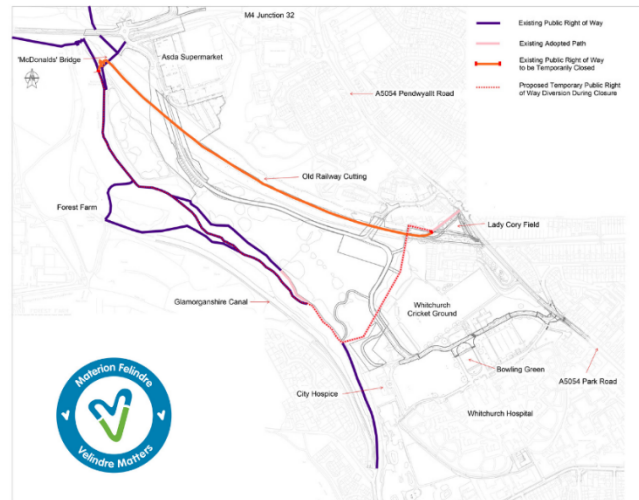
2.1 Enabling Works Communications and engagement support

- a) The announcement of the closure of the PROW (Public Right of Way) the Old Railway Cutting was published on 6th September 2022.

Continuing our Enabling Works for the new Velindre Cancer Centre, we will shortly begin work on the northern access bridge construction.

To ensure the safety of the general public it is necessary to close the Public Right of Way 105, the Old Railway Cutting, running between Lady Cory Field and Longwood Drive from September 12th 2022, for approximately 9 months.

A Public Right of Way Diversion will be in place during this time as shown on the map (right).



- b) A targeted (approx. 1k copies) direct mailshot was distributed on 26th September in anticipation of the commencement of the section 278 improvement works to Park Road.



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- c) The social media announcement of the closure of Lady Cory Field for a period of nine months was published on 30th September.

“Following recent works at the entrance to Lady Cory Field, we will be starting to use this entrance for construction plant, transport and equipment from Monday 3 October 2022. #VelindreMatters”



This means that public access to Lady Cory Field will come to an end for a period of 9 months.



It will be used to provide access to the site of the new Velindre Cancer Centre during this time.



Deliveries are strictly regulated and cannot be carried out between 08:30am-09:30am and 14:30pm-15:30pm during school term time. A gateman will be present when plant and deliveries are expected to ensure everyone's safety.



Residents in close proximity to the works areas will be contacted with further information.



Please be assured that when we complete the works Lady Cory Field will be restored and improved for continued, ongoing public use.



We are very grateful for your continued patience and support as we develop a new Velindre Cancer Centre for south east Wales.

- d) Asda Communications. We have been working with Asda to develop communications materials for their customers and residents in advance of commencement of works. This includes the development of an information leaflet with accompanying digital content to support anticipated engagement events.

2.2 Rescheduling local community engagement programme

A series of drop-in events are now planned for October, in partnership with the Acorn team. These were rescheduled following the death of HRH Queen Elizabeth. The events provide an opportunity for members of the local community, staff and patients to hear about our plans, meet the team and “ask the experts”. The new dates are being promoted via stakeholder invitation, social media (both paid and organic posts), via internal communications and within the local community.

j



**Community Drop-in Sessions
for the new Velindre Cancer Centre**

Whitchurch Rugby Club,
Samuels Crescent, CF14 2TH

Day	Date	Time
Friday	14th October	1pm - 5pm
Tuesday	18th October	9am - 5pm
Monday	24th October	4pm - 8pm

NEW DATES

Velindre University NHS Trust and Acorn are working in partnership to develop the new Velindre Cancer Centre.

Come along and meet the team!

We'll be sharing our plans, answering your questions and letting you know how you can get involved in the next steps.

ACORN



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Velindre University
NHS Trust



newydd
Canolfan Ganser Felindre
Velindre Cancer Centre
new

2.3 Staff Engagement

WKSpace Workshops

A series of interactive workshops has been organised during October for staff to receive feedback on both WKSpace workplace design surveys that were carried out during 2021 and earlier this year. Attendees will hear the results from the Velindre surveys and have an opportunity to discuss options that work best for their departments. Places are limited and workshop times have been scheduled with staff availability in mind, however there will be an opportunity for the wider workforce to get involved and influence future office design during the next phase of discussions.



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nVCC Office Design Survey Feedback

**Come along to hear all about the workspace survey results
and help to influence workplace design for the new Velindre**

We have a number of workshop spaces available to colleagues,
please speak to your Department Lead to express your interest in attending.

The dates for the workshops are:

Wednesday 12 Oct	15:00-16:15
Thursday 13 Oct	08:00-09:15
Tuesday 25 Oct	08:30-09:45
Wednesday 26 Oct	15:00-16:30



We hope to see you there!

Staff Drop-in Sessions

The nVCC Design Squad will be hosting a series of drop-in sessions based on topics that are frequently raised by staff. Each week will support a theme with an interactive poll and drop-in sessions held in the feedback hub (outside the VCC dining room) for staff to share their ideas, opinions and suggestions.



- 2.4 Managing social media commentary and output** - Content driven in the main by proactive posts associated with enabling works and community drop-in sessions. The main themes on social media during this period include:
- Safety on the nVCC site
 - Support for the Reserved Matters application
 - Clinical Leadership for the nVCC project

- 2.5 Responding to correspondence from a wide range of stakeholders.**
 The main themes of correspondence received during the reporting period include:

- ***Bees trapped in netting***
- ***School Embargo times***
- ***Vibrations from works on site***

2.6 Political stakeholder meetings

During the reporting period, meetings with the local MS MP have taken place. A meeting is scheduled with Councillors on 13 October to provide an overview of the Transforming Cancer Services programme.

2.7 Supporting planning applications

Communications packs to support the submission of planning applications have been developed and updated. They will be published when the information is in the public domain.

3. NEXT MONTH

- 3.1** Supporting the communications and engagement needs related to the commencement of the Asda works due to begin in October.
- 3.2** Delivering Community Drop-in session events.
- 3.3** Arranging residents meetings with HETRA and Clos Coed Hir.
- 3.4** Launching the Community Panel.
- 3.5** Following the success of the events held in the tepee during the Summer Jambori, a programme of activities is being developed for October half term. This will include autumnal-themed arts and crafts workshops for the local community, patients and their families.
- 3.6** Presentation to the national CHC group on the **+hefyd** programme.
- 3.7** Preparing communications to support the Integrated Radiotherapy Solution contractor appointment at a Nevil Hall Radiotherapy Satellite Centre.

4. IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	There are no specific quality and safety implications related to the activity outlined in this report.
RELATED HEALTHCARE STANDARD	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
EQUALITY IMPACT ASSESSMENT COMPLETED	Not required
LEGAL IMPLICATIONS / IMPACT	There are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATIONS / IMPACT	There is no direct impact on resources as a result of the activity outlined in this report.

5. RECOMMENDATION

The TCS Programme Scrutiny Sub-Committee is recommended to **NOTE** the paper.

TCS PROGRAMME SCRUTINY SUB-COMMITTEE

TCS Programme Finance Report 2022-23

September 2022

DATE OF MEETING	18 th October 2022
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report
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PREPARED BY	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
PRESENTED BY	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
EXECUTIVE SPONSOR APPROVED	Matthew Bunce, Executive Director of Finance

REPORT PURPOSE	FOR NOTING
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COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING		
COMMITTEE OR GROUP	DATE	OUTCOME
Programme Delivery Board	13/10/2022	Noted

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

1. BACKGROUND

- 1.1 The purpose of the accompanying report is to provide a financial update to the TCS Programme Scrutiny Sub-Committee for the financial year 2022-23, outlining spend to date against budget as at Month 06 and the current full year forecast.
- 1.2 The TCS Programme Project financial position is continually monitored and updated, with an update provided to the TCS Programme Delivery Board and Trust Board monthly.

2. FINANCIAL SUMMARY AS AT 30TH SEPTEMBER 2022

- 2.1 The summary financial position for the TCS Programme for the year 2022/23 as at 30th September 2022 is provided below.

Expenditure Type	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Capital	£5.234m	£20.964m	£20.964m	£0
Revenue	£0.311m	£0.704m	£0.704m	£0
Total	£5.544m	£21.668m	£21.668m	£0

- 2.2 The Programme is currently forecasting an overall breakeven position for capital and revenue expenditure for the financial year 2022/23. The Enabling Works forecast position reflects an under-spend of £0.794m, which will support the nVCC Project. The financial support will be provided from the Enabling Works QRA and does pose a low financial risk for the Enabling Works Project. The approach needs to be agreed with WG.
- 2.3 Following a review in August 2022, WG have agreed a virement of £1.472m of the Enabling Works Project capital funding from 2022/23 into 2023/24. This reduces the overall capital funding for 2022/23 to £21.648m. The Project will make an assessment to 'slip' funding into 2023-24 as per agreement with WG. To date the EW Project has undertaken the following adjustments into 2023-24:
- Adjustment of £1.9m in May 22 – delay in Enabling Works Project
 - Adjustment of £1.472m in August 22 – delay in the Asda works
- 2.4 Provisional pay award revenue funding of £0.020m was provided to the Programme in September 2022 from the WG allocation to the Trust. The revised revenue budget is now £0.704m for 2022/23, and the overall budget has increased to £21.668m for this financial year.
- 2.5 There are currently two financial risks to the Programme:
- A further underspend within the Enabling Works Project as a result of the delay in key project activities; and
 - Increased advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage.

- 2.6 These risks have mitigation plans in place or being developed by the relevant Project Teams. There are currently no other financial risks for the TCS Programme.

3. IMPACT ASSESSMENT

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

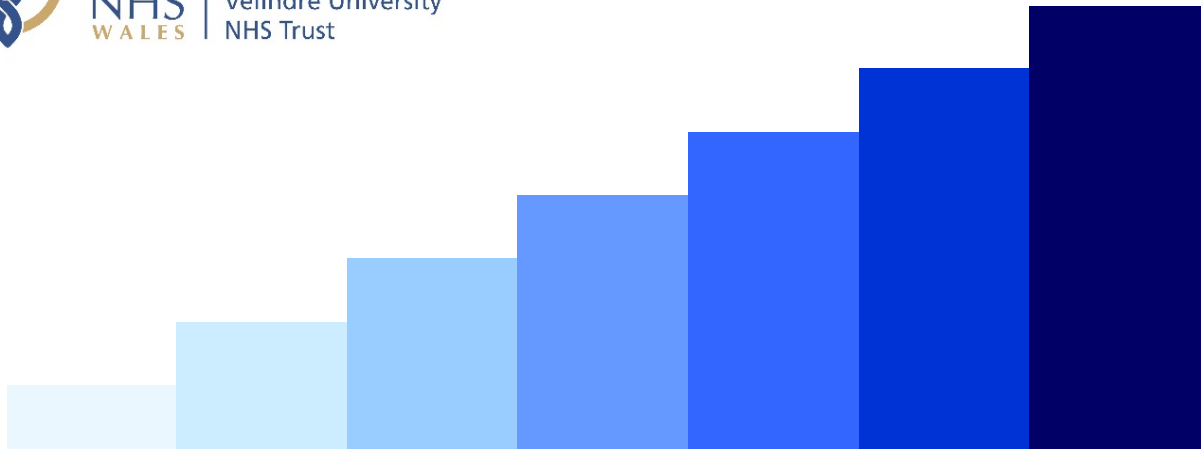
4. RECOMMENDATION

- 4.1 The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2022/23 as at 30th September 2022.



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TCS PROGRAMME FINANCE REPORT 2022/23

Period Ending September 2022

**Presented to the
TCS Programme Delivery Board on
13th October 2022**

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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 2022/23, outlining spend to date against budget as at Month 06 and the current 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 2022/23 as at 30th September 2022 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	2022-23 Full Year		
		Budget	Forecast	Variance
Capital	£5.234m	£20.964m	£20.964m	£0
Revenue	£0.311m	£0.704m	£0.704m	£0
Total	£5.544m	£21.668m	£21.668m	£0

- 2.2 The Programme is currently forecasting an overall breakeven position for capital and revenue expenditure for the financial year 2022/23. The Enabling Works forecast position reflects an under-spend of £0.794m, which will support the nVCC Project. The financial support will be provided from the Enabling Works QRA and does pose a low financial risk for the Enabling Works Project. The approach needs to be agreed with WG.
- 2.3 Following a review in August 2022, WG have agreed a virement of £1.472m of the Enabling Works Project capital funding from 2022/23 into 2023/24. This reduces the overall capital funding for 2022/23 to £21.648m. The Project will make an assessment to 'slip' funding into 2023-24 as per agreement with WG. To date the EW Project has undertaken the following adjustments into 2023-24:
- Adjustment of £1.9m in May 22 – delay in Enabling Works Project
 - Adjustment of £1.472m in August 22 – delay in the Asda works
- 2.4 Provisional pay award revenue funding of £0.020m was provided to the Programme in September 2022 from the WG allocation to the Trust. The revised revenue budget is now £0.704m for 2022/23, and the overall budget has increased to £21.668m for this financial year.
- 2.5 There are currently two financial risks to the Programme:
- A further underspend within the Enabling Works Project as a result of the delay in key project activities; and

- Increased advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage.

2.6 These risks have mitigation plans in place or being developed by the relevant Project Teams. There are currently no other financial risks for the TCS Programme.

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 31st March 2022, the Welsh Government (WG) had provided a total of £25.904m funding (£23.283m capital, £2,261m revenue) to support the TCS Programme. In addition, the Trust provided £0.264m from its discretionary capital allocation and £0.111m from 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 and £0.420m thereafter.

3.4 The current funding provided to support the TCS Programme in 2022/23 is £20.964m capital and £0.684m revenue, as outlined in Appendix 2.

4. CAPITAL POSITION

4.1 There is a revised Capital Expenditure Limit (CEL) from WG of £18.441m for the Enabling Works Project and £2.089m to support the nVCC Project in 2022/23.

4.2 WG funding for the Integrated Radiotherapy Solution Procurement (IRS) Project was utilised in previous years, therefore no CEL has been issued for this Project in 2022/23. The capital funding requirement of £0.434m will be provided from the Trust's discretionary capital allocation.

4.3 The capital position as at 30th September 2022 is outlined below, with a forecast breakeven outturn for 2022/23 against an overall budget of £20.964m.

Capital Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Enabling Works Project	£3.350m	£18.441m	£17.646m	£0.794m
nVCC Project	£1.719m	£2.089m	£2.883m	-£0.794m
IRS Procurement Project	£0.165m	£0.434m	£0.434m	£0
Total	£5.234m	£20.964m	£20.964m	£0

4.4 The forecast overspend of £0.794m for the nVCC Project will be supported by the Enabling Works Project underspend of £0.794m.

5. REVENUE POSITION

- 5.1 Revenue funding for the Programme Management Office (PMO) and the Service Development & Transformation (SDT) Project continues to be provided by the Trust and the NHS Commissioners.
- 5.2 To date, the Trust has ring-fenced £0.073m revenue funding for the nVCC Project, as no revenue funding has been provided by WG this year. Formal delegation of this budget is pending.
- 5.3 In September 2022, the annual NHS pay award was implemented, back dated to April 2022. As such, a provisional pay award of £0.010m was provided to the PMO and another £0.010m to the SDT Project from the assumed WG allocation to the Trust. These will be confirmed in October 2022 following a mid-year review of revenue pay and non-pay budgets and forecast spend.
- 5.4 The revenue position as at 30th September 2022 is outlined below, with a forecast breakeven outturn for 2022/23 against a revised budget of £0.704m.

Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
PMO	£0.114m	£0.310m	£0.310m	£0
nVCC Project	£0.049m	£0.073m	£0.073m	£0
SDT Project	£0.147m	£0.321m	£0.321m	£0
Total	£0.311m	£0.704m	£0.704m	£0

6. CASH FLOW

- 6.1 This update is currently being developed.

7. PROJECT FINANCE UPDATES

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

Programme Management Office

- 7.2 In 2022/23, the PMO has been allocated £0.060m from the phased funding of £0.250m for the Strategic Transformation Programme from 2021/22 to 2023/24 to support the transition between Programmes. This additional funding was released in May 2022, increasing the total revenue funding from £0.240m (Commissioners' funding) to £0.300m for 2022/23.
- 7.3 In September 2022, provisional pay award funding of £0.010m was allocated to the PMO, resulting in a revised budget of £0.310m for this financial year.
- 7.4 There is no capital funding requirement for the PMO in 2022/23.
- 7.5 The revenue position for the PMO as at 30th September 2022 is shown below.

PMO Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.112m	£0.293m	£0.293m	£0
Non Pay	£0.002m	£0.017m	£0.017m	£0
Total	£0.114m	£0.310m	£0.310m	£0

- 7.6 There are currently no financial risks relating to the PMO.

Enabling Works Project

- 7.7 A CEL of £18.441m has been provided by WG for the Enabling Works Project in 2022/23. This is a revised amount from the £21.813m CEL initially allocated in 2022/23 from the total capital funding for the Project of £28.089m. An overall virement to date of £3.372m into 2023/24 has resulted in the current revised CEL.
- 7.8 The Project's financial position for 30th September 2022 is shown below, with a further breakdown provided in Appendix 3. The forecast position reflects an underspend of £0.793m due to a delay in key activities, which will be used to support the nVCC Project as agreed by WG.

Enabling Works Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.109m	£0.220m	£0.219m	£0.001m
Non Pay	£3.241m	£18.221m	£17.428m	£0.793m
Total	£3.350m	£18.441m	£17.646m	£0.794m

- 7.9 There is a risk of a further underspend within the Enabling Works Project as a result of the delay in key project activities. The Project will review and confirm to WG in October 2022 the funding required in 2022/23 to deliver the Project. Any further slippage after this point will be managed by the Trust's Capital programme or returned to W with no re-provision.

New Velindre Cancer Centre Project Capital

- 7.10 In March 2021, the Minister for Health and Social Services approved the nVCC OBC. This has provided capital funding of £5.550m in total, with a CEL of £2.089m in 2022/23.
- 7.11 The capital financial position for the nVCC Project for 30th September 2022 is shown below, with a further breakdown provided in Appendix 4. The forecast position reflects an overspend of £0.794m, which will be supported from the Enabling Works Project as agreed by WG.

nVCC Capital Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.631m	£1.413m	£1.326m	£0.087m
Non Pay	£1.088m	£0.676m	£1.557m	-£0.881m
Total	£1.719m	£2.089m	£2.883m	-£0.794m

- 7.12 There is a financial risk relating to increased advisory fees in the range of £0.100m to £0.200m required to conclude the tender evaluation stage and Successful Participant to Financial Close stage. The Project's financial position will be monitored closely over the remaining months of the financial year.

Revenue

- 7.13 No revenue funding has been provided for the nVCC Project by WG in 2022/23. Therefore the Trust has ring-fenced a revenue budget of £0.030m for nVCC Project Delivery, and a further £0.043m for the Judicial Review Matter. Formal delegation of both budgets is pending.
- 7.14 The revenue financial position for the nVCC Project for 30th September 2022 is shown below, reflecting a forecast breakeven spend against a budget of £0.073m.

nVCC Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Project Delivery	£0.016m	£0.030m	£0.030m	£0
Judicial Review	£0.033m	£0.043m	£0.043m	£0
Total	£0.049m	£0.073m	£0.073m	£0

- 7.15 Following the closure of the Judicial Review matter, the budget and forecast spend for this matter will be reviewed once of any outstanding and final fees have been presented to the Project.
- 7.16 There are currently no financial risks relating to the nVCC revenue expenditure.

Integrated Radiotherapy Solution Procurement Project

- 7.17 Due to a delay in the procurement process, the IRS Project has been extended to September 2022. This has resulted in an additional capital requirement of £0.434m in 2022/23, which has been ring-fenced by the Trust from its 2022/253 discretionary capital allocation.
- 7.18 There is no revenue funding requirement for the Project in 2022/23.
- 7.19 The capital position for the IRS Project for 30th September 2022 is outlined below, with a breakeven position forecast for the year.

IRS Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.072m	£0.072m	£0.081m	-£0.009m
Non Pay	£0.093m	£0.362m	£0.353m	£0.009m
Total	£0.165m	£0.434m	£0.434m	£0

7.20 Closure of the Project is expected in October 2022, at which time any unused funding will be returned to the Trusts discretionary capital allocation.

7.21 There are currently no financial risks relating to the IRS Procurement Project.

Service Delivery and Transformation Project

7.22 The SDT Project has received revenue funding of £0.131m from the Trust and £0.180m funding from the NHS Commissioners' contribution to support pay and non-pay costs in 2022/23.

7.23 In September 2022, provisional pay award funding of £0.010m allocated to the Project, resulting in a revised budget of £0.321m for this financial year.

7.24 There is no capital funding requirement for the Project in 2022/23.

7.25 The SDT Project revenue position as at 30th September 2022 is shown below.

SDT Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.147m	£0.298m	£0.298m	£0
Non Pay	£0.000m	£0.023m	£0.023m	£0
Total	£0.147m	£0.321m	£0.321m	£0

7.26 There are currently no financial risks relating to the SDT Project.

8. KEY RISKS AND MITIGATING ACTIONS

8.1 There are currently two financial risks to the Programme:

- A further underspend within the Enabling Works Project as a result of the delay in key project activities; and
- Increased advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage.

8.2 These risks have mitigation plans in place or being developed by the relevant Project Teams.

8.3 There are currently no other financial risks for the TCS Programme.

9. TCS SPEND REPORT SUMMARY

9.1 This update is currently being developed.

APPENDIX 1: TCS Programme Budget and Spend 2022/23 as at 30th September 2022

CAPITAL	Year to Date			Financial Year		
	Budget Sep-22	Spend Sep-22	Variance Sep-22	Annual Budget	Annual Forecast	Annual Variance
	£	£	£	£	£	£
PAY						
Project Leadership	104,388	104,281	107	208,776	210,475	-1,699
Project 1b - Enabling Works FBC	109,872	109,002	870	219,744	218,600	1,144
Project 2a - New Velindre Cancer Centre OBC	621,394	526,303	95,091	1,203,913	1,115,688	88,225
Project 3a - Radiotherapy Procurement Solution	72,101	71,854	248	72,101	80,934	-8,832
Capital Pay Total	907,755	811,440	96,315	1,704,534	1,625,696	78,838
NON-PAY						
nVCC Project Delivery	37,470	34,742	2,728	84,000	84,000	0
Project 1b - Enabling Works FBC	3,606,141	3,240,755	365,386	18,221,033	17,427,861	793,171
Project 2a - New Velindre Cancer Centre OBC	592,311	1,053,630	-461,319	592,311	1,472,950	-880,639
Project 3a - Radiotherapy Procurement Solution	250,487	93,304	157,183	361,899	353,066	8,832
Capital Non-Pay Total	4,486,409	4,422,431	63,978	19,259,243	19,337,878	-78,635
CAPITAL TOTAL	5,394,164	5,233,871	160,293	20,963,777	20,963,574	203

REVENUE	Year to Date			Financial Year		
	Budget Sep-22	Spend Sep-22	Variance Sep-22	Annual Budget	Annual Forecast	Annual Variance
	£	£	£	£	£	£
PAY						
Programme Management Office	115,519	112,342	3,177	292,993	292,993	0
Project 6 - Service Change Team	146,001	147,124	-1,124	298,390	298,390	0
Revenue Pay total	261,519	259,466	2,053	591,383	591,383	0
NON-PAY						
nVCC Project Delivery	16,338	16,412	-75	30,000	30,000	0
nVCC Judicial Review	32,956	32,956	0	43,417	43,417	0
Programme Management Office	3,000	1,626	1,374	17,007	17,007	0
Project 6 - Service Change Team	11,305	133	11,172	22,610	22,610	0
Revenue Non-Pay Total	63,599	51,128	12,471	113,034	113,034	0
REVENUE TOTAL	325,118	310,594	14,524	704,417	704,417	0

APPENDIX 2: TCS Programme Funding for 2022/23

Description	Funding Type	
	Capital	Revenue
Programme Management Office	£0m	£0.310m
Commissioner's funding (April 2022)		£0.240m
Year 1 Trust revenue funding for Strategic Transformation (April 2022)		£0.060m
Pay Award Funding (September 2022)		£0.010m
Enabling Works OBC	£18.441m	£0m
2022/23 CEL from Welsh Government funding for Enabling Works FBC approved in February 2022	£21.813m	
Virement of funds from 2022/23 to 2023/24 financial year (May 2022)	-£1.900m	
Virement of funds from 2022/23 to 2023/24 financial year (August 2022)	-£1.472m	
New Velindre Cancer Centre OBC	£2.089m	£0.073m
2022/23 CEL from Welsh Government funding for nVCC OBC (March 2021)	£2.089m	
Trust revenue funding for nVCC Project Delivery (May 2022)		£0.030m
Trust revenue funding for Judicial Review matter (May 2022)		£0.014m
Additional Trust revenue funding for Judicial Review matter (June 2022)		£0.029m
Integrated Radiotherapy Procurement Solution	£0.434m	£0m
Trust Discretionary Capital Allocation (June 2022)	£0.434m	
Radiotherapy Satellite Centre	£0m	£0m
No funding requested or provided for this project to date		
SACT and Outreach	£0m	£0m
No funding requested or provided for this project to date		
Service Delivery, Transformation and Transition	£0m	£0.321m
Commissioner's funding (April 2022)		£0.180m
Trust Funding (April 2022)		£0.131m

Description	Funding Type	
	Capital	Revenue
Pay Award Funding (September 2022)		£0.010m
VCC Decommissioning No funding requested or provided for this project to date	£0m	£0m
Total	£20.964m	£0.704m

APPENDIX 3: Enabling Works Project Budget and Spend 2022/23 as at 30th September 2022

Description	Year to Date			Financial Year		
	Budget Sep-22 £	Spend Sep-22 £	Variance Sep-22 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project 1b - Enabling Works FBC	109,872	109,002	870	219,744	218,600	1,144
Pay Capital Total	109,872	109,002	870	219,744	218,600	1,144
NON-PAY - PROJECTS						
EF01 Construction Costs	0	51,662	-51,662	0	51,662	-51,662
EF02 Utility Costs	62,576	62,576	0	1,850,895	1,850,895	0
EF03 Supply Chain Fees	293,057	292,557	500	596,047	596,047	0
EF04 Non Works Costs	80,753	182,826	-102,073	495,847	618,920	-123,073
EF05 ASDA Works	297,743	275,023	22,720	4,570,654	4,547,934	22,720
EF06 Walters D&B	2,247,249	2,247,249	0	8,735,418	8,735,418	0
EF07 Other (Decant Works, Surveys & Investigations, IM&T etc.)	0	0	0	174,000	153,000	21,000
EFQR Quantified Risk	624,763	165,237	459,526	1,351,828	456,281	895,547
EFQS QRA - SCP	0	0	0	454,080	454,080	0
EFRS Enabling Works FBC Reserves	0	-36,375	36,375	-7,736	-36,375	28,639
Enabling Works Project Capital Total	3,606,141	3,240,755	365,386	18,221,033	17,427,861	793,171
TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE	3,716,013	3,349,757	366,256	18,440,777	17,646,461	794,316

APPENDIX 4: nVCC Project Budget and Spend 2022/23 as at 30th September 2022

Description	Year to Date			Financial Year		
	Budget Sep-22 £	Spend Sep-22 £	Variance Sep-22 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project Leadership	104,388	104,281	107	208,776	210,475	-1,699
Project 2a - New Velindre Cancer Centre OBC	621,394	526,303	95,091	1,203,913	1,115,688	88,225
Pay Capital Total	725,782	630,584	95,198	1,412,689	1,326,163	86,526
NON-PAY						
nVCC Project Delivery	37,470	34,742	2,728	84,000	84,000	0
Work Packages						
VC08 Competitive Dialogue - Dialogue & SP to FC	592,311	1,014,771	-422,460	592,311	1,431,271	-838,960
VC10 Legal Advice	0	2,460	-2,460	0	2,460	-2,460
VC11 S73 Planning	0	99,918	-99,918	0	99,918	-99,918
VCRS nVCC Reserves	0	-63,518	63,518	0	-60,698	60,698
nVCC Project Capital Total	592,311	1,053,630	-461,319	592,311	1,472,950	-880,639
TOTAL nVCC fbc CAPITAL EXPENDITURE	1,355,563	1,718,956	-363,393	2,089,000	2,883,113	-794,113

TCS PROGRAMME SCRUTINY SUB-COMMITTEE

TCS PROGRAMME DIRECTORS REPORT

DATE OF MEETING	18 th October 2022
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	
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PREPARED BY	Gavin Bryce, Associate Director of Programmes Carys Jones, Senior Programme Delivery & Assurance Manager, TCS Bethan Lewis, TCS Risk Advisor & Programme Planner
PRESENTED BY	Carl James, Director of Strategic Transformation, Planning and Digital
EXECUTIVE SPONSOR	Carl James, Director of Strategic Transformation, Planning and Digital

REPORT PURPOSE	FOR NOTING
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COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING		
COMMITTEE OR GROUP	DATE	OUTCOME
TCS Programme Delivery Board	13/10/2022	Noted

INITIALISMS	
AOS	Acute Oncology Service
APO	Advanced Purchase Order
EMB	Executive Management Board
EW	Enabling Works
CCLG	Collaborative Cancer Leadership Group
DCA	Delivery Confidence Assessment
IRS	Integrated Radiotherapy Solution
FBC	Full Business Case
nVCC	new Velindre Cancer Centre
MIM	Mutual Investment Model
NHH	Nevill Hall Hospital
OBC	Outline Business Case
PMO	Programme Management Office
PDB	Programme Delivery Board

PMP	Project Master Plan
RSC	Radiotherapy Satellite Centre
SE Wales	Southeast Wales
TCAR	Temporary Construction Access Route
TCS	Transforming Cancer Services
UHW	University Hospital Wales
VCC	Velindre Cancer Centre
WG	Welsh Government

1. SITUATION / BACKGROUND

- 1.1 The TCS Programme will deliver a range of outcomes and benefits for patients across Southeast Wales. The Programme was established in 2015 and consists of seven well defined projects that are being delivered by the Trust in conjunction with its various partners / stakeholders.
- 1.2 The reporting period for this Programme Director's Report covers from **8th September to the 6th October**.

2. ASSESMENT / OVERALL PROGRAMME STATUS

- 2.1 The Programme Directors report covers the following areas:
 - a) Overall Programme Status: Delivery Confidence Assessment (DCA)
 - b) Key milestones/achievements in reporting period
 - c) TCS Programme Performance (incl. Key Areas to Highlight)
 - d) External Programme Stakeholder Communication & Engagement
 - e) Change Controls or Exception Reports in previous reporting period
 - f) Programme Benefits Realisation
 - g) Project 1 to 7 Reported Status
 - h) Master Programme Plan and Critical Path
 - i) Programme Risks
 - j) Programme Issues
 - k) Programme 3-month look ahead

a) Overall Programme Status: *Delivery Confidence Assessment*

2.2 The Delivery Confidence Assessment (DCA) is a well-used method of providing an overview of a Programmes status (it is used within the Major Projects Authority Gateway Reviews and Managing Successful Programmes methodology). The evaluation criteria for the DCA is set out in **Annex A** and it should be noted that the DCA is a qualitative based opinion having considered a range of evidence available across the programme i.e. it is an indicator of the position and cannot be definitive.

2.3 The TCS Programme Manager and Programme Director have reviewed the current position and the Programme Director's DCA for the reporting period 8th September – 6th October 2022 is set out below.

Status (Trend)	Qualitative Measure	Previous Status	Status Update
Amber ↔	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.	Amber	
	<p>The main findings supporting the DCA are:</p> <p>A. Programme Scope requires review due to new pieces of work emerging i.e. the Nuffield Trust advice, Acute Oncology Services implementation.</p> <p>B. Programme Resources require review as the programme moves from planning into its implementation phase.</p> <p>C. Several projects have been paused due to resources and/or operational pressures e.g. Project 5.</p>	<p>Mitigating Actions:</p> <p>A. Draft tranche review complete. Intended to go to PDB and TCS Sub-Committee w/c 21st October</p> <p>B. Programme resource plan to be reviewed and refreshed once the Programme Scope is agreed.</p> <p>C. Programme Delivery Board to decide following tranche review</p>	<p>A. Draft tranche review complete. Intended to go to PDB and TCS Sub-Committee w/c 21st October.</p> <p>B. As above (A). Resources cannot be addressed until the scope is approved as part of the Stocktake Implementation Plan.</p> <p>C. See A (above). An Implementation Plan developed by PMO and required approval. Outreach Project Manager interviews now 20/10/22 following</p>

	<p>D. Transition to new delivery and governance arrangements within the Trust are not yet finalised e.g. the scope of Velindre Futures.</p> <p>E. A range of risks have increased relating to Project 1 (Enabling Works) which may impact upon on the overall timescales of the Programme.</p>	<p>D. New delivery and governance arrangements following Tranche review/ recommendations are under development and will need to be aligned with Q5 recommendations once available.</p> <p>Change controls currently being drafted.</p> <p>E. Individual risks being captured with mitigating actions via Risk Register.</p>	<p>unsuccessful first round of recruitment.</p> <p>D. EMB approved new Strategic Capital Board governance structure on 19th September. Internal follow up meeting 5th Oct to action.</p> <p>E. Regular review and action of risks. Extraordinary PDB established for Project 1 (EW) to proactively manage risks.</p>
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b) Key milestones / achievements in reporting period

The TCS Programme Master Programme Plan sets out the plan for delivery of the various key projects' deliverables and related activities. The plan includes milestones together with their dependencies and it identifies the critical path. The following activities, set out in the table below, list the milestones achieved in the latest reporting period and identifies any missed milestones which would require escalation.

Master Programme Milestone	Project	Date	Is this on the Critical Path?	Achieved (Y/N)	Impact on Critical Path
IRS – WG (IIB) approval of FBC	3a	22 nd September	Y	Y	N
IRS Contract Award	3a	16 th September	Y	N	
RSC – WG (IIB) approval of FBC	4	22 nd September	Y	Y	N
EW Revised Emergency Access Planning Application Submission	1	23 rd September	Y	Y	N

EW Design Completion (Atkins)	1	29 th September	N	Y	n/a
TCAR2 Extension of time	1	30 th September	N	Y	n/a

Key Milestone Summary:

The key milestones delivered in the last reporting period included the Welsh Government Infrastructure Investment Board (IIB) considering both the RSC and IRS Projects and making recommendations to support both FBCs to the Minister. This is a significant step forward for both of these projects individually and for the TCS Programme as a whole. Further Planning & Design milestones were also reached for the Enabling Works Project and work continues with Acorn on the design elements of the nVCC Project Reserve Matters has been submitted.

The Asda construction works which was expected to begin at the start of October, has now been delayed by 2 weeks. Delayed commencement of the Asda enabling works has not had a significant impact on the overall Project 1 outcomes owing to this work not being a Project 'critical path' item as is the case for the Velindre Enabling Works which the nVCC MIM is reliant upon.

c) TCS Programme Performance

Programme Performance Areas to Highlight:

Extraordinary EW PDB

Following an update to PDB in July 2022 on Project 1 EW reflecting a number of challenges to delivery, an ongoing fortnightly extraordinary EW focused Programme Delivery Board has been convened to monitor, oversee and support actions required to mitigate these challenges. The increased focus of these meetings combined with the work of the Project 1 team has reduced the overall risk profile, in total the Project has closed 4 issues this month.

Project 5 Outreach Resourcing

Projects 5 & 6 remain on hold due to resourcing and operational pressures which require addressing, including the wider scope and ownership of these projects. Interviews were held for the Project Manager post for Project 5 - Outreach on 9th September, but there were no appointable candidates. A second round of recruitment is currently underway with further interviews planned for 20th October.

Project 4 Radiotherapy Satellite Centre (RSC)

The FBC has been submitted to IIB for consideration, the outcome of this is a recommendation to the health minister for approval subject to planning and NRW matters being satisfactorily concluded.

Programme Tranche review & Implementation Plan

A Programme Tranche review has been undertaken to review the programme. It will be taken forward by the Executive Team and presented to the TCS Sub-Committee w/c 21st October 2022.

The Programme Team has developed a draft implementation plan based on the 16 recommendations which have been prioritised and is still to be considered by the TCS Scrutiny Sub-Committee.

The Programme Team will require a mandate to deliver the recommendations having taken into consideration of the outputs from the Q5 review once shared with the TCS Programme Team.

Comms and Engagement

A series of community engagement drop-in events for the nVCC were planned during September to share our plans, answer questions, and provide information on how the community could get involved in the next steps. Due to the national period of mourning for Her Majesty the Queen, the events were postponed and have been rescheduled during October.

For further information on both items above, please see the separate Communications and Engagement Report.

2.4 The Associate Director of Programmes undertakes review of the programme performance against a number of metrics which are set out below.

Area	Status (Trend)	Risk Ref.	Position	Action	Target Date
Strategic Alignment (Reviewed Quarterly)	Green (↔)	R281 R295	<p>The TCS Programme remains aligned to local, regional, and national cancer strategies and there are no issues identified during horizon scanning. A desktop review against these strategies was also undertaken as part of the tranche review, concluding that the programme remains aligned.</p> <p>The CCLG is also refreshing its system governance arrangements and work programme to ensure a strategically aligned approach across the region (see section d) below).</p>	<p>The quarterly review of strategic alignment was undertaken in Sept and no material change/reason for misalignment are known. Next review in Dec 2022.</p> <p>CCLG regional approach proposal to be received at CCLG meeting on 18th Nov.</p>	December 2022
Programme Scope (Reviewed Quarterly)	Amber (↔)	R360	<p>The TCS Programme is still valid and extant. However, additional pieces of work have emerged over the last 18 months which are integral in delivery of the overall clinical model across Southeast Wales e.g. Nuffield Trust Report Recommendations, Acute Oncology Service, work being undertaken within Velindre Futures.</p>	<p>The recommendations in the final draft TCS tranche draft Implementation Plan (awaiting approval) are required to be delivered to ascertain the future scope of the TCS and Velindre Future Programmes.</p> <p>The outputs of the Q5 work completed in early Sept will also inform this action, once shared.</p>	December 2022
Programme Budget (Reviewed Monthly)	TBC	R350	<i>*Finance Report unavailable at time of publishing. Refer to main Finance Report.</i>	See mitigating actions for risk ID R350 (Inflation Risk).	TBC

Governance and Approvals (Reviewed Monthly)	Amber (↔)	R360 I061	<p>The TCS Programme has well established governance arrangements with a Programme Delivery Board and Scrutiny Sub Committee.</p> <p>However, some of the Projects are on hold.</p>	<p>See mitigating actions for risk ID R360 (<i>Projects 'on hold'</i>), I061 (<i>Outreach not resourced</i>)</p> <p>Following programme scope review, formal agreement of leadership/programme for new work and use of Change Control (to transfer work to Velindre Futures and other Programmes).</p>	November 2022
Progress against Programme Plan (Reviewed Monthly)	Amber (↔)	R327 R319 R313 R340 R206	<p>The Programme is currently performing to its approved plan for projects 2, 3a, 3b, 3c and 4.</p> <p>Project 1 has experienced a range of risks and issues which have impacted upon their project plan. As the EW is a critical path project, this has potential impacts for the wider programme. The EW/nVCC plan is currently being reviewed for multiple scenarios.</p> <p>Projects 5 and 6 remain on hold.</p>	<p>Risk Advisor reviewing risks with EW/nVCC Project at regular intervals.</p> <p>See mitigating actions for risk ID R327, R319, R313, R340, R206.</p> <p>Actions from the Programme Stocktake to be addressed by Dec 2022.</p>	Regularly monitored
Processes for Managing Risks and Issues (Reviewed Monthly)	Green (↔)	N/A	<p>Programme Risk and Issues are regularly reviewed and have mitigations and owners. There is the consistent use of risk and issue methodology across the Programme.</p> <p>Given the scale, maturity, and complexity of the Programme the level of risk is relatively stable and commensurate with the activities being undertaken.</p> <p>See more detailed risk and issue review in sections I and J.</p>	N/A	N/A
Benefits (Reviewed Quarterly in Tranche 2)	Green (↔)	N/A	<p>The Programmes' projects are mainly in the planning and procurement phases and therefore implementation and benefits delivery has not yet commenced but are quantified.</p>	<p>The Benefits Realisation Plan remains extant and unchanged at this point.</p> <p>Benefits Realisation Plan – template, process etc</p>	As per benefits realisation plans at within programme and project business cases

d) External Programme Stakeholder Communication & Engagement

The **SE Wales Collaborative Cancer Leadership Group (CCLG)**

The next quarterly meeting of the CCLG is now confirmed for the 18th November. A draft agenda has been prepared for discussion with the Chair, Suzanne Rankin on 10th October.

A draft proposal to develop a regional approach to improving clinical care and cancer outcomes has been developed for wider by the CCLG on 18th November. This proposal is informed by recommendations from the Nuffield Trust report (Dec 2020), workshop discussions with CCLG members in April 2022, and subsequent follow-up and learning from the whole system approach being used in Southeast London Cancer Alliance (SELCA) to improve clinical quality of care, patient experience and clinical outcomes.

The inaugural Prehab to Rehab ('P2R') Regional Programme Board met on 30th September, also chaired by Suzanne Rankin, supported by the PMO as a key work programme for the CCLG. Each organisation shared an overview of their current P2R provision and there was agreement on the workstream sub-groups required to progress this work. Resources to support the work would be discussed at the November CCLG meeting.

As agreed by Programme Delivery Board, updates on progress made against the Nuffield Trust recommendations will be provided on a quarterly basis following approval at CCLG. The next update will be provided in December following the November CCLG update.

e) **Change Controls or Exception Reports in previous reporting period**

Ref	Change Control(s)	Exception Report(s)	Description
	0	0	

f) **Programme Benefits Realisation**

- 2.5 The programme has a wide range of benefits to deliver. The first phase of the programme has broadly been focused on the planning and procurement phases i.e., clinical model; developing infrastructure (business cases).
- 2.6 The Programme is now transitioning (subject to approval) into the implementation phase, and this will allow the anticipated benefits to start to be realised.
- 2.7 A programme benefits realisation plan is in place which is monitored. The status of benefits across the Programmes projects can be seen in the table below and there have been no changes from the previous reporting period:

Programme or Project	Not Required Currently	Deliverables set out in Project Brief	Benefits Quantified with Owner(s)	Benefits Being Delivered
Programme Overall				Still in planning stage
Project 1 - Enabling Works				Still in planning stage

Project 2 - nVCC		RB	RB	Still in planning stage
Project 3a - IRS		RB	RB	Still in planning stage
Project 4 - RSC		ABUHB	RB	Still in planning stage
Project 5 - Outreach		RB		Still in planning stage
Project 6 - Service Delivery		RB		Still in planning stage
Project 7 - Site Decommissioning	RB	RB		Still in planning stage

g) Project Status

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

	Project Director	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Due Date
Project 1 – Enabling Works	David Powell	Amber	Green	Green	Green	Green	Amber ↔	No actions identified on Highlight Report	N/A
Project 2 – nVCC	David Powell	Amber	Green	Green	Green	Amber	Amber ↔	No actions identified on Highlight Report	
Project 3a – IRS	Huw Llewellyn	Green	Green	Green	Green	Amber	Green ↔	No actions identified on Highlight Report	N/A
Project 4 – RSC	Andrea Hague	Amber	Amber	Green	Green	Green	Amber ↑	No actions identified on Highlight Report	N/A
Project 5 – Outreach	Nicola Williams	Projects 5 & 6 remain on hold due to resourcing and operational pressures which require addressing, including the wider scope and ownership of these projects.					Paused : No current rating ↔	Project 5: scope being refreshed, and Project Manager interviews taking place 9 th September. The Programme Scope requires review to confirm existing scope or change scope to include additional work (or what is taken forward within Velindre Futures etc.) as per stocktake. Finalisation of executive lead and resources available to this project.	Dec 2022 (Informed by stock take)

	Project Director	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Due Date
Project 6 – Service Delivery	Andrea Hague	Service change work being taken forward within Velindre Futures and business as usual service developments					Paused: No current rating ↔	The Programme Scope requires review to confirm existing scope or change scope to include additional work (or what is taken forward within Velindre Futures etc.) as per stocktake. Finalisation of executive lead and resources available to this project.	Dec 2022 <i>(Informed by stock take)</i>
Project 7 – Site Decommissioning	David Powell	To commence 12-18 months prior to opening of nVCC					N/A	N/A	N/A

h) Programme Master Plan and Critical Path

2.9 The Programme Master Plan (set out in Appendix A) is reviewed monthly.

2.10 The key dependencies on the master programme which are considered for focus/emerging risks are:

Summary of Dependencies & Associated Risks

Key Milestone	Description of Dependency	Linked Risk / Issue ID	Comment	Status (RAG)
Project 3a IRS – Award of the Contract	Formal award of the IRS Contract is required to ensure that timely arrangements can be made for the construction phases of the nVCC and the RSC and implementation in VCC	IRS25 / IRS24 / R340 / R265 / R268	Further risks / issues associated with this dependency have now been closed and/or de-escalated in the latest reporting period. The IRS contractor has continued discussions with both nVCC and RSC contractors to ensure alignment of construction phases. During this reporting period the IIB Panel have also recommended to support the approval of the FBC	Risk Decreasing
Project 4 - RSC FBC Approval	FBC has to be approved by both VUNHST & ABUHB and Welsh Government in order for the construction works to commence as planned	R319	The FBC for the RSC Project went to the IIB panel in late September who have recommended to support the approval of the FBC. This is subject to ABUHB receiving Planning Permission and NRW confirmation. Whilst these are expected in the coming reporting period any delay could impact the planned construction programme and the Project team continue to work to limit any potential impact that may arise.	Risk Decreasing

Key Milestone	Description of Dependency	Linked Risk / Issue ID	Comment	Status (RAG)
Project 5 – Outreach Centres Operational	The Outreach Centres need to be operational prior to the opening of the nVCC, which has been sized and designed on the basis that additional capacity will be available through the Outreach facilities	R329 / R273 / R114 / R360	The Programme Business Case refers to the Outreach Centres being operational prior to the opening of the nVCC as a key dependency / benefit of the Programme. Currently the Outreach Project remains 'On Hold' and as such progress is not being made resulting in this dependency remaining an area of concern for the Programme as a whole. Initial recruitment for a Project Manager role was unsuccessful, with further interviews scheduled for October.	Risks & Issues Identified

i) **Programme Risks (8th September – 6th October)**

- 2.11 Of the current live risks, the comparison between the inherent ratings and current ratings below demonstrates that following the implementation of appropriate mitigations and controls the risk landscape of the Programme becomes more moderate, thus demonstrating efficient management of risks across the Projects and Programme.

Inherent →	Current Ratings				
	Likelihood				
Impact	5. Certain	4. Likely	3. Possible	2. Unlikely	1. Rare
5. Catastrophic	33 → 11				
4. Major					
3. Moderate		63 → 59			
2. Minor			22 → 40		
1. Insignificant				0 → 8	

- 2.12 The changes to risks and issues from across the Projects and Programme in this reporting period are summarised below.

	New	Closed	Escalated	De-escalated	Total changed risks / Issues
Risks	2	13	1	6	21
Issues	0	4	0	4	8

- 2.13 There have been no new risks with a rating of 12 and above (in accordance with the Trust risk appetite) across the programme and projects during this reporting period.
- 2.14 There have been no risks with a rating of 12 and above where the risk score has increased during the latest reporting period. For all other risks requiring reporting in accord with the Trusts Risk Management Framework please see Appendix B.

j) **Programme Three Month Look Forward –**

- a. The key milestones expected in the next 3 months (October – December) are:

Milestone	Project	Date	Critical Path
October 2022			
ABUHB finalise Planning Approvals	4	31 st October	Y
PROW Diversion Planning Committee	2	12 th October (tbc)	Y
S.278 Works commences at Park Rd	1	10 th October	Y
NRW Approval of EPSL	1	7 th October	Y
EW Asda Construction (Phase 1) begins	1	17 th October	Y
TCAR2 Construction	1	24 th October	Y
nVCC Public Drop-in Sessions	2	14 – 21 st October	N
IRS Contract Execution for IRS	3a	Subject to Ministerial Approval	N
November 2022			
Enabling Works Continues (inc s.278 works)	1		
s.73 (MiM) Planning Committee	2	3 rd November	N
EW Revised Emergency Access Planning Application Determination	1	7 th November	Y
RSC – Kier Mobilisation Period	4	tbc	Y
December 2022			
RSC – Construction	4	tbc	Y






10. IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	There are no specific quality and safety implications related to the activity outlined in this report.
RELATED HEALTHCARE STANDARD	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies, please list below:
EQUALITY IMPACT ASSESSMENT COMPLETED	Not required
LEGAL IMPLICATIONS / IMPACT	There are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATIONS / IMPACT	There is no direct impact on resources as a result of the activity outlined in this report.

k) RECOMMENDATION

- a. The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** this report.

Appendix A – Delivery Confidence Assessment

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

Appendix B – Risk Register *(see separate document)*

Datix ID	TCS Ref	Risk Opened	Risk Handler	Division	Project	Risk Owner	Risk Description	Inherent Risk Rating	Inherent Risk Level	Current Controls	Current Likelihood	Current Impact	Current Risk Rating	Current Risk Level	Progress notes	Direction of Travel	Next Review Date	Target Risk Rating	Target Risk Level	Is this a Private & Confidential Risk?
2400	R272	30/06/2020	Lewis, Bethan	Transforming Cancer Services	Transforming Cancer Services	Williams, Nicola	There is a risk that the lack of appropriate project support from the programme will lead to delays in developing the solutions required for the project success.	20	High Risk	1) Programme Board will look to allocate resources as appropriate. Funding request to WG to support ongoing work - Ongoing 2) Clarification required on whether Outreach Project is an Operational or an Infrastructure Project - Ongoing TBC	4 - Probable	5 - Critical	20	High Risk	[Lewis, Bethan 09/09/22 16:03:23] 9/9/22 - Likelihood rating reverted back to previous rating of 4 and as such overall rating back to 20. Interviews for Project Manager being held on 20th October	Stable/No Movement	30/10/2022	6	Moderate Risk	No
2528	R360	22/03/2022	Lewis, Bethan	Transforming Cancer Services	Programme	James, Carl	There is a risk that Projects remain 'On Hold' and / or incur delays impacting on the key interdependencies with other projects resulting in Programme Master Plan objectives & outcomes being delayed / not being met	16	High Risk	1) Stocktake of all Projects and Programme to be undertaken 2) Refreshed Project Self-Evaluation toolkit 3) Refresh of Master Programme Plan 4) Review Programme and Project resources / gaps and make appropriate investments where required. 5) Introduce new ways of working - VF & Strategic Infrastructure Board	4 - Probable	4 - Major	16	High Risk	[Lewis, Bethan 05/10/22 11:55:50] 3/10/22 - update to mitigating actions - 4) Work has started to identify resource requirements and any current gaps (dependent on outcome of Q5 work - product handed over by Q5 12 Sept 2022) 5) Work to be completed by end of November '22 ((dependent on outcome of Q5 work - product handed over by Q5 12 Sept 2022) - awaiting guidance from CEO on implementation timelines (expected to be implemented by Dec 2022)	Stable/No Movement	01/12/2022	6	Moderate Risk	No
2407	R268	17/01/2020	Lewis, Bethan	Transforming Cancer Services	Radiotherapy Satellite Centre	Hague, Andrea	There is a risk that as the IRS Project needs to be phased in parallel with RSC Project, due to overlapping timeframes and interdependencies resulting in the RSC project being restricted to planning assumptions until the Equipment Project is concluded which has an inherent risk.	16	High Risk	1) RSC project requires a clear view IRS Project Risk landscape and links between the 2 projects in terms of risk registers and project plans 2) Ensure design is flexible and futureproof to allow for IRS solution 3) Review impact of delays to IRS Project on RSC Timeline	4 - Probable	4 - Major	16	High Risk	[Lewis, Bethan 05/10/22 11:34:49] 4/10/22 - risk reviewed by Risk Owner, no updates or changes to risk rating	Stable/No Movement	31/10/2022	4	Low Risk	No
2408	R327	22/04/2021	Lewis, Bethan	Transforming Cancer Services	Integrated Radiotherapy Solution	Bryce, Gavin	There is a risk that the approval for the FBC for the IRS Project is delayed or not approved, due to changes in approval timescales which would lead to delays to project delay, project abandonment impacting on other TCS Projects (nVCC & RSC) deliverables	16	High Risk	1) Engagement with Capital & Treasury teams - ongoing 2) Previous presentations to IIB - complete 3)OBC shared with WG Officers for comment - complete 4)WG notified of timescales for FBC so they can align resources - complete 5)Specialist advisors used to support delivery of Business Case - complete	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan 04/10/22 15:49:24] 04/10/22 - Risk reviewed by Risk Owner no updates or changes to current ratings	Stable/No Movement	31/10/2022	8	Moderate Risk	No
2577	R345	25/05/2022	Lewis, Bethan	Transforming Cancer Services	Programme	Hague, Andrea	There is a risk that if TRaMs is not delivered to expected timescales then nVCC will not have the capacity to deliver its own service	12	Significant	1. Current timescales expect TRaMs delivery to run in parallel with TCS/nVCC View details project plan once final Business Case approved - Ongoing 2. Key stakeholders in project board and ensure Chief Pharmacist and nVCC Project team remain in communication in regards to progress and project plan alignment Attend regular TRaMs Project Board and monitor project progress - Ongoing due to be established 2022/23	4 - Probable	3 - Moderate	12	Significant	[Lewis, Bethan 06/07/22 15:55:54] 5/7/22 - risk transferred from nVCC Project to Programme	Stable/No Movement	31/10/2022	6	Moderate Risk	No
2716	R394	09/09/2022	Lewis, Bethan	Transforming Cancer Services	Programme	Lewis, Bethan	Risk that internal and/or external Clinical Stakeholders publicly oppose TCS clinical model. Causes: - lack of continuous engagement with VUNHST staff including VCC SLT - misinformation shared internally and within NHS Wales Networks not addressed quickly and effectively - ineffective communication & engagement with Professional Bodies & Unions - inconsistent messaging; Change of views over a period of time - lack of alignment between TCS Programme, VCC bau & Velindre Futures and other strategic priorities across the organisation and individuals leading to disjointed engagement and communications - no clear clinical communications and engagement plan vis a vis UHB partners. Consequences: - WG and LHs do not support key decisions - reputational damage for Velindre Trust as an organisation - delays to programme and project progress - failure to deliver some/all of programme benefits.	15	Significant	1) Continuous communication and engagement with staff re: projects using established VUNHST communications and engagement channels. 2) Opportunities to include staff in development plans for TCS, VF optimised. 3) Professional meeting forums held e.g. DoPs, MDs, CEO's with clear communications outputs to follow 4) Dialogue between existing cancer forums e.g. cancer leads in SE Wales 5) Clear communications strategy, plan and resource to support regional clinical activity e.g. cancer leads in SE Wales HBs - ongoing through CCLG	4 - Probable	3 - Moderate	12	Significant	[Lewis, Bethan 09/09/22 16:22:29] 9/9/22 - New Risk - Risk Owner TBC 1) Methods established within project and programme communications plans. 2) Opportunies embedded in design project for nVCC and IRS. 3) Being pursued by senior clinical leadership teams. 4) being pursued by senior VUNHST staff 5) plan to be developed by end of Q2 2022.	Stable/No Movement	31/10/2022	3	Low Risk	No
2418	R298	05/10/2020	Fear, Lauren	Transforming Cancer Services	Programme	Lewis, Bethan	Risk that key decision makers and non-clinical stakeholders including the local community and patients from across the region publicly oppose TCS clinical model. Causes: - lack of continuous engagement with wider stakeholder group - misinformation not addressed quickly and effectively - ineffective communication & engagement with Political Stakeholders - inconsistent messaging - lack of awareness of history of programme - lack of alignment between staff working on TCS Programme/VCC BAU & Velindre Futures leading to mixed messages delivered to stakeholders - change of political leadership on local/national level leading to policy change Consequences: - WG and elected representatives do not support key decisions - reputational damage for Velindre Trust as an organisation - increased Senedd/Council acvity opposing plans e.g. written/oral question, Petitions, committee activity etc - delays to programme and project progress - failure to deliver some/all of programme benefits - external negativity impacting on staff morale	16	High Risk	1) Communications / stakeholder engagement plan in development 2) Established digital channels including dedicated webpages for TCS Programme, Velindre Matters social media channels 3) Variety of stakeholder events held over a number of years 4) Newsletters and leaflet drop locally and for subscribers 5) Ongoing engagement with local elected members (MS, MP, Councillors) 6) Ongoing engagement with local residents and community groups 7) ongoing engagement with Asda and Cardiff Council 8) Monthly meeting with WG Head of Capital and Director General.	4 - Probable	3 - Moderate	12	Significant	[Lewis, Bethan 09/09/22 15:02:41] 09/09/22 - Risk Description updated. Risk reviewed by NG, no change to current risk rating	Stable/No Movement	31/10/2022	4	Low Risk	No
2417	R279	08/07/2020	Fear, Lauren	Transforming Cancer Services	Programme	Lewis, Bethan	There is a risk that there is a lack of TCS Programme wide communications plan resulting in the objectives of projects and interdependant links are not communicated effectively and the wider networked clinical model not understood.	12	Significant	1) Revise TCS website - complete 2) Improve internal TCS teams Comms - complete 3) Improvements to intranet - started 4) Improvements to the link between Programme Governance and Comms - tbc	4 - Probable	3 - Moderate	12	Significant	[Lewis, Bethan 09/09/22 15:06:10] 9/9/22 - Risk reviewed by NG, actions updated - no change to risk rating 1) Completed - TCS website moved onto MURA platform. Web presence due further review September 2022. 2) last recruitment exercise to be completed 12 Sept 2022. 3) Intranet presence due to be completed before end of October 2022. 4) Metrics under review for communications activity and development of publicly and internally available survey/feedback stations being implemented. 5) Programme communications and engagement strategy review to be completed by end of October 2022. 6) ways of working to be confirmed by end of October 2022.	Stable/No Movement	31/10/2022	4	Low Risk	No

2410	R297	05/10/2020	Lewis, Bethan	Transforming Cancer Services	Programme	Morley, Sarah	Risk that there will be inadequate and / or insufficient workforce capability and capacity to meet the needs of the TCS Programme outputs. Causes - Workforce supply not available in required professionals groups or with required skills / Requirements for workforce capacity and capability no longer accurate. Consequences - Inadequate staffing of Velindre facilities across the SE Wales region / Impact on providing treatment and care to patients	12	Significant	1) Service planning is sufficiently developed to facilitate effective workforce planning techniques to be applied 2)Ensuring each project has clear and well developed workforce plans which are predicated on clear service plans 3) Clarity of expectations for workforce team involvement 4) Clarity of Role & Responsibility for Workforce planning input team in relation to Project & Programme need 5) Workforce team to support service to ensure the right people are available and allocated to support	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 05/10/22 11:46:36] 4/10/22 - Risk reviewed by Risk Owner, no change to current ratings	Stable/No Movement	03/01/2023	2	Low Risk	No
2574	R367	01/06/2022	Lewis, Bethan	Transforming Cancer Services	Radiotherapy Satellite Centre	Hague, Andrea	There is a risk that delays to the RSC could lead to extra Linac needing to be installed into VCC and then moved to nVCC at a later date, impacting anticipated Project and Programme timescales and costs	12	Significant	1) Current operational capacity conversations in regards to temporary bunkers remains ongoing to ensure service can meet demand 2) Discussions with other providers to explore temporary increased capacity 3) Monitoring of Project Plans with Project team to ensure timelines are met and anticipate and mitigate any delays	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 05/10/22 11:37:42] 04/10/2022 - risk reviewed by Risk Owner, no updates or changes to risk rating	Stable/No Movement	31/10/2022	8	Moderate Risk	No
2713	R383	09/09/2022	Salisbury, Craig	Transforming Cancer Services	New Velindre Cancer Centre	Hinton, Tracy	There is a risk that the requirement for a PET CT scanner will be introduced, leading to a reduced amount of admin space at a detriment to staff experience of the nVCC.	12	Significant	1. Ensure that design allows sufficient admin space that the introduction of PET CT would not lead to a sub-standard amount of admin space for staff.	4 - Probable	3 - Moderate	12	Significant	[Lewis, Bethan: 09/09/22 14:35:51] 9/9/22 - New Risk 1. Acorn have developed two design options. Option 1 provides the amount of admin space stipulated in Schedule of Accommodation (SOA) v14 (as opposed to Acorn's final tender which was 326sqm short). This is the option that will be submitted for reserved matters.	Stable/No Movement	27/10/2022	4	Low Risk	No
2712	R382	09/09/2022	Salisbury, Craig	Transforming Cancer Services	New Velindre Cancer Centre	Hinton, Tracy	There is a risk that the Trust does not have enough capacity in its digital workforce to develop the programmes needed in order to meet the nVCC digital plans proposed by the successful participant, leading to reduced quality in terms of delight and commodity at the nVCC.	12	Significant	1. Map out the requirements/activity required to deliver the successful participant's proposals and if necessary undertake recruitment and acquire external resource. 2. Present findings and discuss at nVCC digital board 3. Prioritise work areas and agree extended timelines for products and services that do not need to be available from 'day one'. 4. Alternatively to point 3, agree products and service that are not required.	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 09/09/22 14:42:16] 9/9/22 - New Risk 1. Ongoing 2. Not started 3. Undertake if required 4. Undertake if required	Stable/No Movement	27/10/2022	6	Moderate Risk	No
2402	R329	10/05/2021	Lewis, Bethan	Transforming Cancer Services	Transforming Cancer Services	Williams, Nicola	There is a risk that time-consuming infrastructure work i.e. the refurbishment of a current site or identification of a new build is required to deliver the agreed outreach model of care. This could lead to delays in outreach services not being established or operational ahead of the new VCC as agreed within Programme objectives	16	High Risk	1) Identify location 2) Identify refurb / new build required 3) Establish level of local engagement with CHCs/public required 4) Identify appropriate resources from all HBs & VUNHST (inc Project Leads, Planning etc) to ensure project is supported and managed to align with project & programme timelines 5) Establishment of ownership and governance of Project within TCS/VF environment	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 06/07/22 16:26:13] 6.7.22 - Risk reviewed by Programme Risk Advisor, no changes made to current risk ratings as no review & confirmation undertaken from Risk Owner whilst Project remains On Hold.	Stable/No Movement	30/10/2022	9	Significant	No
2405	R273	30/06/2020	Lewis, Bethan	Transforming Cancer Services	Transforming Cancer Services	Williams, Nicola	There is a risk that the projected growth assumptions for outreach delivery of SACT, ambulatory care and outpatients is less than will be required, leading to undersized locations.	16	High Risk	1) Re-run projections around growth assumptions. 2) Activity model will be re-run with outputs presented to project Board. Any additional requirements will be presented to the Programme Delivery Board with recommendations. Individual meetings with Health Boards to ascertain their requirements will be undertaken.	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 06/07/22 16:26:59] 6.7.22 - Risk reviewed by Programme Risk Advisor, no changes made to current risk ratings as no review & confirmation undertaken from Risk Owner whilst Project remains On Hold.	Stable/No Movement	30/10/2022	6	Moderate Risk	No
2416	R274	30/06/2020	Lewis, Bethan	Transforming Cancer Services	Transforming Cancer Services	Williams, Nicola	There is a risk that potential further waves of COVID may lead to delays that effect the development & key activity of the outreach project	20	High Risk	Agreement with HBs of ways of working during any possible covid resurgence to ensure that project is able to continue making progress	3 - Possible	4 - Major	12	Significant	[Lewis, Bethan: 06/07/22 16:27:33] 6.7.22 - Risk reviewed by Programme Risk Advisor, no changes made to current risk ratings as no review & confirmation undertaken by Risk Owner whilst Project remains On Hold.	Stable/No Movement	30/10/2022	6	Moderate Risk	No

TCS PROGRAMME SCRUTINY SUB-COMMITTEE

nVCC Ideas (Non-Clinical RD&I) Update

DATE OF MEETING	18 th October 2022
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report
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PREPARED BY	Hannah Moscrop, Project Manager, TCS
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PRESENTED BY	Hannah Moscrop, Project Manager, TCS
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EXECUTIVE SPONSOR APPROVED	DAVID POWELL, NVCC PROJECT DIRECTOR
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REPORT PURPOSE	FOR NOTING
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COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING

COMMITTEE OR GROUP	DATE	OUTCOME
nVCC Project Board	12/10/2022	NOTED
Programme Delivery Board	13/10/2022	NOTED

ACRONYMS

nVCC RD&I	New Velindre Cancer Centre Research, Development and Innovation
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1. SITUATION

- 1.1 In January 2021, the nVCC project began the process of establishing an nVCC Non-Clinical RD&I Group to produce a programme of RD&I project work to inform and learn from the nVCC Project – a Dynamic Project Evaluation process.
- 1.2 Work has been ongoing during this time, and the appended report provides the overall context of the work and an overview of the ongoing projects and identified opportunities.

2. KEY MATTERS FOR CONSIDERATION

- 2.1 The 'nVCC Non-Clinical RD&I Group' has been renamed 'nVCC Ideas' to a) be more concise and b) better represent the nature of the activity and avoid confusion with other research and innovation teams within the Trust.
- 2.2 An update report is provided as Appendix A.
- 2.3 A full Project Log is provided as Appendix B.
 - 21 projects have been completed
 - 6 remain in progress
 - 19 opportunities have been identified to take forward
- 2.4 Additional opportunities, collaborations and work opportunities will be identified through contact with local and regional universities, schools and colleges, as well as third sector organisations.
- 2.5 Final research pieces, areas of focus and potential opportunities will be published on the Project's webpages.



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

3. IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	There are no specific quality and safety implications related to the activity outlined in this report.
RELATED HEALTHCARE STANDARD	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
EQUALITY IMPACT ASSESSMENT COMPLETED	Not required
LEGAL IMPLICATIONS / IMPACT	There are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATIONS / IMPACT	There is no direct impact on resources as a result of the activity outlined in this report.

4. RECOMMENDATION

- 4.1 The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the content of this report and Appendices A and B.

OCTOBER 2022 - UPDATE REPORT

NVCC IDEAS

RD&I

CREU GWYBODAETH | CREATE KNOWLEDGE



Canolfan Ganser Felindre
Velindre Cancer Centre

new

newydd

VO.1 HM

KEY UPDATES FOR OCTOBER

"It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago but will soon be out of date." —Roger von Oech

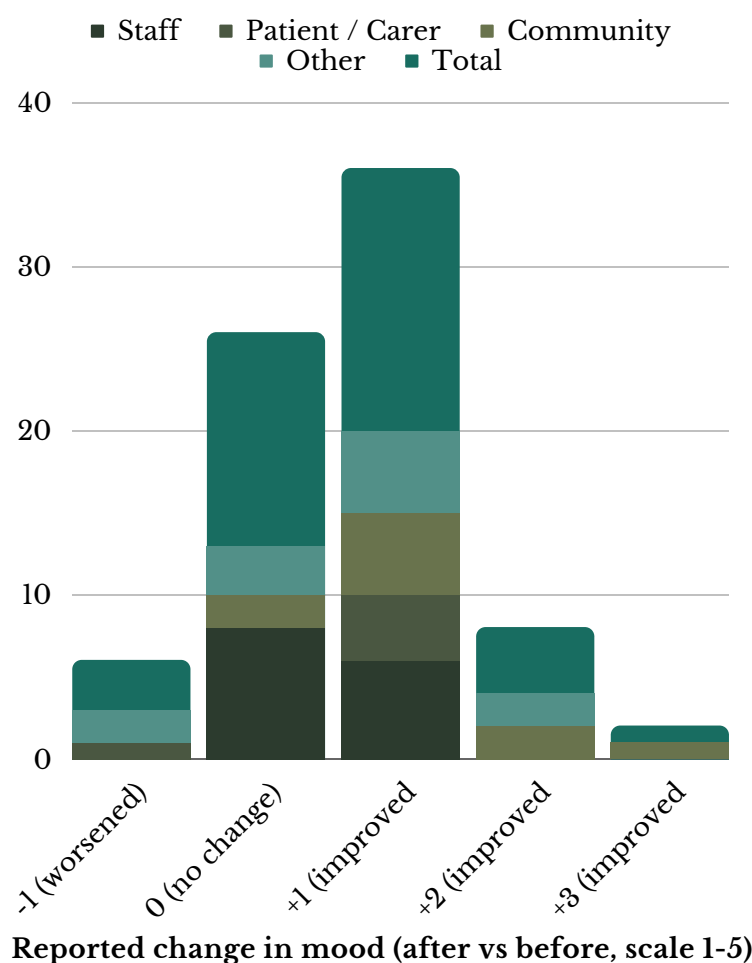
Cardiff University Medical Students have completed their Student Selected Component research projects.

- Some of the students presented their projects to the team.
- Topics included:
 - Chatbot Feedback Analysis
 - Low Carbon Diet
 - Nature-based Healthcare Systems
 - Covid and Single-Use Plastic

Topics submitted for students next year include:

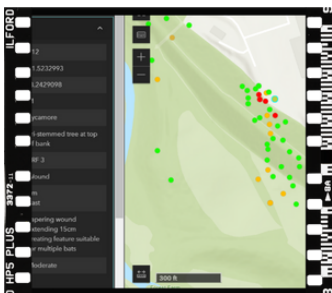
- Augmented Reality and Virtual Wayfinding
- Green social prescribing
- Impact of Velindre's on-site green construction works with community groups
- Green transport / green travel
- Use of schemes to give discounted public transport
- Energy reduction / green energy
- Use of natural building material
- Art for health and well-being
- Collaborative working to develop innovations in healthcare

The Sustainable Summer Jamboree surveyed attendees and found, amongst other things, that when rated on a scale of 1-5 (5 being the highest), respondents reported a general increase in their emotional well-being after having visit the tepee / taken part in an activity in the tepee.



Cardiff University Data Science Academy Masters students have completed their dissertation research projects.

- Some of the students presented their projects to the team.
- Topics included:
 - Digital site map of species surveys
 - Comparison on Community Benefits / Social Value reporting frameworks
 - Smart green tracker for the nVCC



Annie Bellamy of UWE completed her literature review into Placemaking: Environments of Cancer Care: Literature Review: How can meaningful approaches of placemaking contribute to the creation of contemporary quality places and spaces of cancer care?

Annie will present her findings in October.

"Aspirations for quality places of cancer care, that are holistic and integrated into their local communities rejecting the typical institutional aesthetics requires that 'the desire for change must not be neglected, resisting an impulse to deliver architectural environments from a historic template though it may be easier or quicker.' Pushing for innovation may have numerous institutional barriers but utilising strategies with place-making in mind can present methods to overcoming these. The creation of quality places therefore relies on a willingness to challenge standard practice and to enable a shift of what is the perceived value of people-centred design alongside clinical needs."

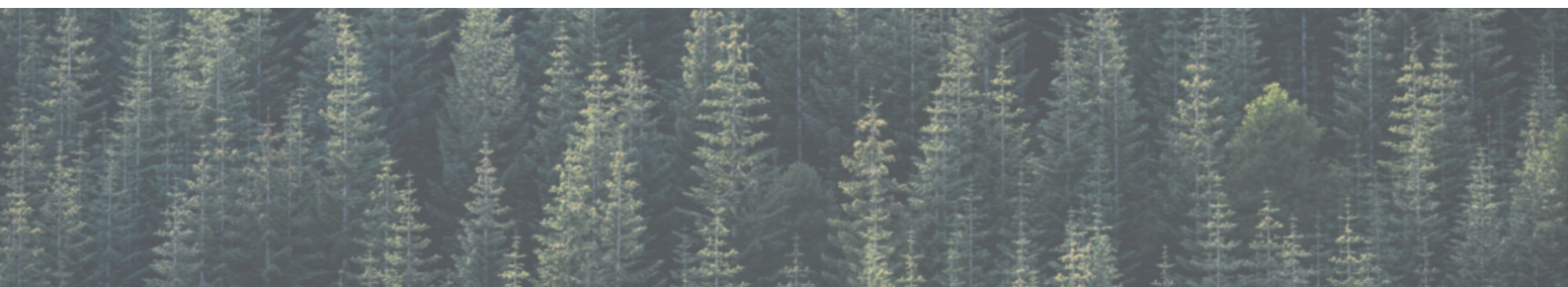
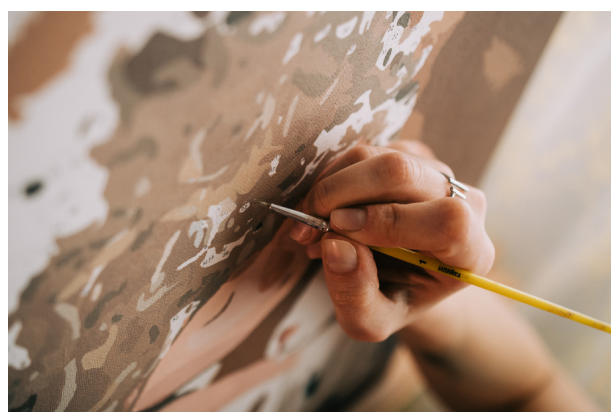
Annie Bellamy, 2022

The Project has met with the Future Generations Commissioner's office to discuss the development of the nVCC Project as a case study for the implementation of the Well-being of Future Generations Act in a procurement-construction project. A workshop will be held in the autumn to progress this work.



The Project is developing a PhD with the new Centre of Public Value Procurement within the Business School at Cardiff University, which will launch in October 2022. The placement will be open for applications this year, with work commencing from September 2023 for 3-4 years - to be jointly funded between the Project and Cardiff Business School. The focus of this work will be delivering social value in procurement, with the nVCC Project as a case study.

Grant funding has been awarded for Arts in Health research project(s). The Arts MDT will commence these with the support of the Arts in Health intern - looking at how micro creative activities can have an effect on staff well-being.



STATS

For completed and in-progress projects, the graphs on the right show how many hit each of the Well-being of Future Generations (Wales) Act Ways of Working and Well-being Goals.
(N.B. Many projects fulfil more than one way of working and/or goal.)

21

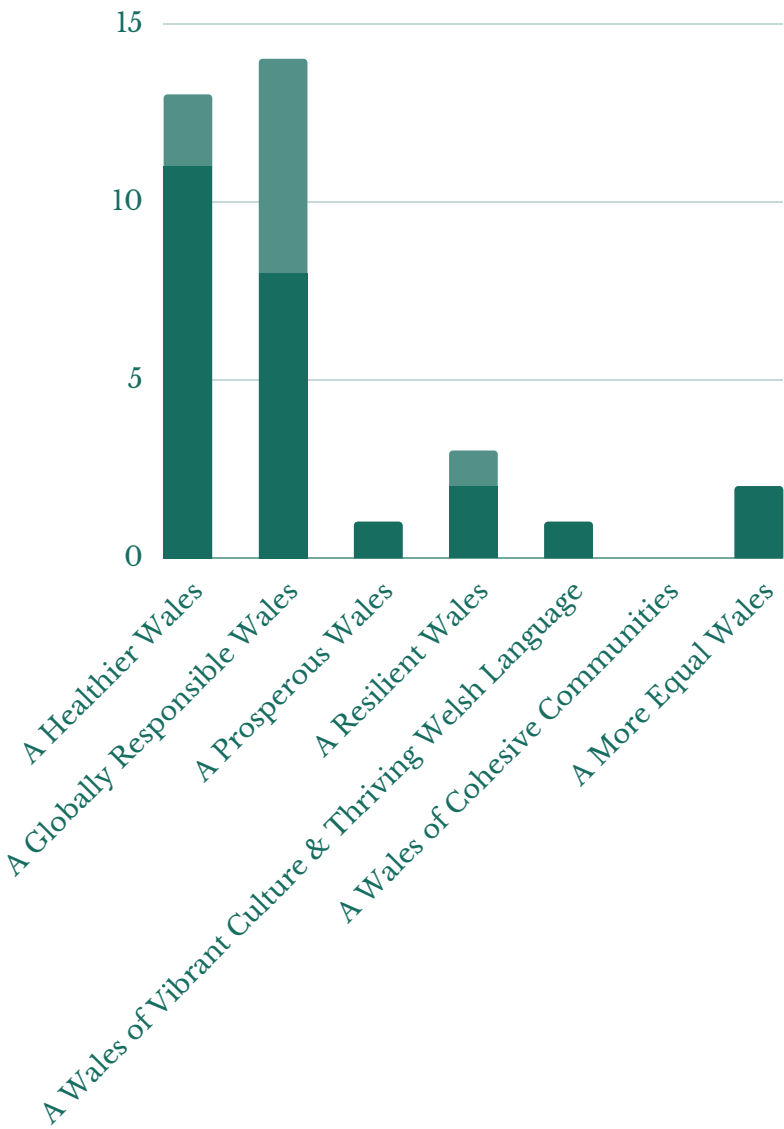
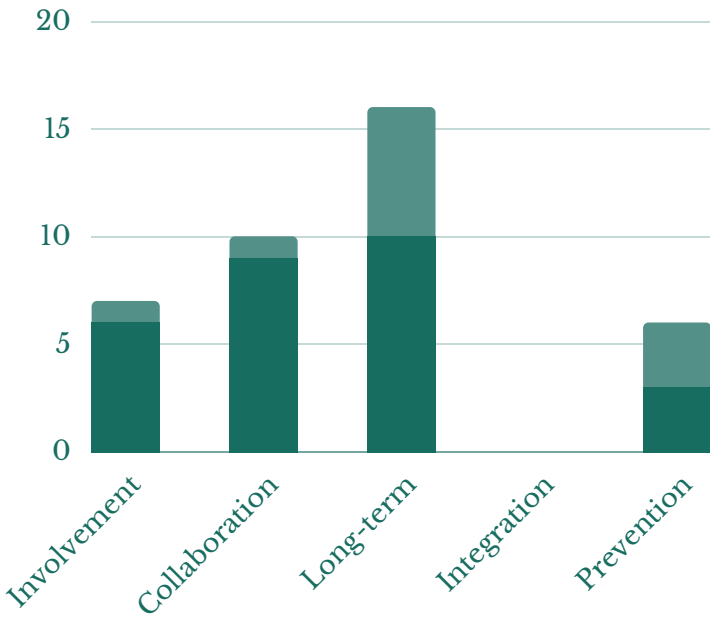
COMPLETED PROJECTS

6

IN PROGRESS PROJECTS

19

IDENTIFIED RESEARCH OPPORTUNITIES NOT YET STARTED



Appendix B – nVCC Ideas Project Log

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
Art	Arts Strategy	Creation of an Arts Strategy for Velindre / TCS to include research proposals	Completed	Contractual deliverable for VUNHST	Part of arts consultancy commission	nVCC		Y								Y		
Art	Art Research collaboration	Potential long term study of Arts within the nVCC and RSC developments	Not started - opportunity		TBC - proposed RA position													
Art	The Therapeutic Benefits of Art	Primarily focusing on A Wales of Vibrant Culture & Thriving Welsh Language in seeking to determine a research project into the therapeutic qualities of art.	Not started - opportunity		TBC			Y				Y				Y		
Art	SSC 2023	Art for health and well-being: e.g. beyond ‘traditional’ art – innovative arts engagement, multi-disciplinary delivery of arts within a healthcare setting	Not started - opportunity		£0		Y				Y	Y				Y		
Biodiversity	Nature-based systems	To study how ‘nature-based systems’, including the external landscape features, biodiversity and indoor planting an impact upon both the mental and physical health of building users. To study the viability of delivering a landscape that is as near to nature as possible, that enhances and supports biodiversity and yet is capable of being effectively managed and maintained in the long-term.	Not started - opportunity		TBC				Y		Y	Y	Y				Y	
Biodiversity	Data Science Academy MSc 2022 - 2 and 3	Biodiversity tracking and reporting Digital map of the site, with biodiversity mapped onto it and ability to update. Methodology for effectively surveying site to update annually.	Completed	IP owned by VUNHST	£0			Y	Y				Y					
Decarbonisation, Sustainability	Med Students SSCs 2019/2020 - 1	How can hospital design be improved to reduce the carbon footprint of the NHS?	Completed		£0						Y		Y					

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
Decarbonisation, Sustainability	Med Students SSCs 2022 - 3	Paving the Way Towards a Sustainable Diet in Cancer Patient Care	Completed		£0			Y	Y			Y	Y					
Decarbonisation, Sustainability	Med Students SSCs 2022 – 5	Evaluating the sustainability of Velindre cancer centre: minimizing the plastics?	Completed		£0				Y			Y	Y		Y			
Decarbonisation, Sustainability	USW Internships 2022 - 1	Green procurement	Completed	Internship agreement and agreement by email	£0				Y				Y		Y			
Decarbonisation, Sustainability	Embodied Carbon - Pt 1	Part 1: nVCC Reference Design. To study the embodied carbon in construction, including the use of timber, low carbon concrete and environmentally friendly finishes.	Completed	Internal / contracted PMO work	£0	nVCC			Y		Y		Y					
Decarbonisation, Sustainability	Embodied Carbon - Pt 2	Part 2: CD Participant(s) Design(s). To study the embodied carbon in construction, including the use of timber, low carbon concrete and environmentally friendly finishes.	In progress	Internal / contracted PMO work		nVCC			Y		Y		Y					
Decarbonisation, Sustainability	Carbon off-setting	To study carbon sequestration to offset energy use, and to advice the nVCC Project on how to offset nVCC development in short- and long-term.	In progress	Internal / contracted PMO work		nVCC			Y				Y					
Decarbonisation, Sustainability	SSC 2023	Green transport / green travel: e.g. Next Bike usage, bike sharing schemes, car sharing schemes	Not started - opportunity		£0		Y					Y			Y			
Decarbonisation, Sustainability	SSC 2023	Green transport / green travel: Use of schemes to give discounted public transport	Not started - opportunity		£0		Y			Y					Y		Y	
Decarbonisation, Sustainability	SSC 2023	Energy reduction / green energy	Not started - opportunity		£0						Y		Y		Y			
Education	CC4L Design Brief + Bevan Commission Engagement	CCfLI Partnerships Report	Completed	Contractual deliverable for VUNHST	£8,100	TCS Programme		Y	Y					Y				
Education	Med Students SSCs	Evaluating Cancer Incidence and Trends to Assess the Planning	Completed		£0				Y			Y						

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
	2019/2020 - 2	Assumptions of the Transforming Cancer Services Programme																
Energy - Green, Renewable, in Building Design	Data Science Academy MSc 2022 - 1	Smart Green Status Tracker: to develop a smart live green status checker for the nVCC and staff.	In progress	IP owned by VUNHST	£0 to date, production TBC		Y	Y	Y			Y	Y					
Energy - Green, Renewable, in Building Design	Operating energy	Energy – CD Participants Designs: To study the operating energy and proposals for reducing energy demand. This includes regulated energy for Heating Ventilation and Air Conditioning and lighting and also for unregulated small power and specialist equipment.	In progress	Contractual deliverable for VUNHST	Part of design consultancy commissions	nVCC			Y		Y		Y					
Energy - Green, Renewable, in Building Design	HVAC	To study innovative ways of heating, cooling and ventilating hospitals to achieve low energy performance.	Not started - opportunity		TBC						Y		Y					
Energy - Green, Renewable, in Building Design	Renewable energy and storage	To study the viability and availability of an energy supply from integrated renewable, private wire agreements and green grid energy combined with energy storage.	Not started - opportunity		TBC				Y		Y		Y					
Energy - Green, Renewable, in Building Design	SSC 2023	Use of natural building material: e.g. how timber can be beneficial in a healthcare setting, and compliance with infection control requirements	Not started - opportunity		£0				Y				Y		Y			
Engagement and Its Impact	Minecraft for Education	Children and young people design competition through Minecraft for Education - engagement aim: engagement with and educated children and young people on environmental, sustainability, community benefits, and WBFGA; consultation element - obtain feedback and project knowledge on preferences for, e.g. community benefits, green site facilities	Completed	Contractual deliverable for VUNHST	£1,000	TCS Programme	Y	Y					Y					

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
Engagement and Its Impact	Digital Conversation - Down To Earth	ENRAW sponsored through Welsh Government. Consultation process via digital and in-person (drop-in) events. To obtain feedback on preferences for green and sustainable hospital design, site design, community benefits and site facilities. To obtain knowledge on effectiveness of 'digital conversation' as means of engaging	Completed	Contractual deliverable for VUNHST	£0													
Engagement and Its Impact	Children and Young People Engagement	Green Design Workshop - education for C&YP (health benefits of being outdoors), visual feedback for VCC - images to display in canteen.	Completed	Contractual deliverable for VUNHST	£1,000	nVCC	Y	Y				Y	Y					
Engagement and Its Impact	SSC 2023	Collaborative working to develop innovations in healthcare: e.g. Best practise collaboration, environments which foster collaboration	Not started - opportunity		£0			Y		Y		Y						
Green social prescribing	SSC 2023	Green social prescribing for patients, or benefits for staff, benefits for preventative vs. treatment	Not started - opportunity		£0		Y					Y						
Green social prescribing	SSC 2023	Green social prescribing: impact of Velindre’s on-site green construction works with community groups	Not started - opportunity		£0		Y					Y					Y	
Placemaking	Med Students SSCs 2022 – 4	A consideration of how ‘nature-based systems’ in hospital impact upon wellbeing of cancer patients.	Completed		£0				Y			Y	Y		Y			
Placemaking	USW Internships 2022 - 1	Covid and working habits	Completed	Internship agreement and agreement by email	£0				Y			Y						Y
Placemaking	Ventilation and infectious disease e.g. COVID	To study the impact of Covid on design requirements in terms of space requirements, infection control, ventilation, and the choice of materials.	In progress		Part of design consultancy commissions				Y		Y	Y	Y		Y			
Placemaking	Digital design	To study the possibilities of digital design to enhance the user experience within the nVCC building. To study how digital systems can be	Not started - opportunity		TBC		Y					Y	Y					Y

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
		designed and specified to align with Velindre’s Zero-Carbon targets.																
Placemaking	Transitional space	To study the design of transitional spaces (such as entrances, retail areas, seasonal spaces, and covered car parking) and external spaces (such as external car parking, pedestrian routes, external activity areas, and external seating areas) on the health and wellbeing of building users.	Not started - opportunity		TBC		Y					Y						
Placemaking	Indoor Environment	A study of indoor conditions for health and comfort, including thermal comfort, visual comfort and indoor air quality. Also, how the internal conditions thus created are appropriate to enhancing the health and wellbeing of building occupiers at and the various users of the building. To include consideration of the impact of materials on air quality toxicity and ambiance.	Not started - opportunity		TBC				Y		Y	Y	Y					
Placemaking	Literature Review	Environments of Cancer Care: Literature Review	Completed	IP owned by VUNHST	£3,600.00	nVCC			Y		Y	Y						
Smart / Digital	Med Students SSCs 2022 - 1	Initial feedback evaluation on a novel virtual assistance chatbot (RITA) powered by artificial intelligence	Completed		£0		Y	Y				Y						
Smart / Digital	Med Students SSCs 2022 – 2	To evaluate RITA's performance based on patient feedback forms or accuracy testing and compare with other similar AI (artificial intelligence) chatbots in the UK.	Completed		£0		Y	Y				Y						
Smart / Digital	Data Science Academy MSc 2021 -2	Automated conversation analysis	Completed	IP owned by VUNHST	£0		Y					Y						
Smart / Digital	Data Science Academy MSc 2021 - 1	Sentiment Analysis of users and community on proposed hospital design.	Completed	IP owned by VUNHST	£0		Y					Y						

Topic	Task Name	Description	Status	IP Status	Cost (£ incl. VAT) / Resource	Budget	Future Gens Ways of Working					Future Gens Goals						
							Involvement	Collaboration	Long-term	Integration	Prevention	A Healthier Wales	A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Wales of Vibrant Culture & Thriving Welsh Language	A Wales of Cohesive Communities	A More Equal Wales
Smart / Digital	SSC 2023	Augmented Reality and Virtual Wayfinding o E.g. Market research / lessons learned into the effectiveness / impact of the use of Augmented Reality / virtual wayfinding in a hospital context – i.e. impact on patients, engagement, efficiencies, confidence.	Not started - opportunity		£0			Y										Y
Social Value	Cardiff Business School Masters Research Project	Embedding Social Value into Procurement	Completed	Contractual deliverable for VUNHST	£3,592	nVCC												
Social Value	Cardiff Business School PhD	PhD: How can procurement deliver a variety of goals that are sometimes at odds with one another (e.g. sustainability goals, value for money goals etc), and how can they be achieved in combination? (Aim to get CU sign off October 2022, to commence Sept 2023)	Not started - opportunity		c. £20k split with CU			Y	Y					Y				
Social Value	Cardiff Business School Research Associate	Research Associate - social value and community benefits - nVCC evaluation (Aim to commence Autumn term 2022)	Not started - opportunity		Living wage - hours TBC			Y	Y					Y				
Social Value	Data Science Academy MSc 2022 - 4 and 5	Community Benefits Framework analysis Written comparative analysis of Community Benefits toolkit reporting options Summary table of benefits and disbenefits.	Completed	IP owned by VUNHST	£0			Y										Y
Well-being of Future Generations	nVCC as a Well-being of Future Generations Case Study	Case Study of how the nVCC Project has aligned with Future Gens goals/ways of working	In progress	Internal PMO work	Internal PMO resource				Y				Y					