

Public Transforming Cancer Services Programme Scrutiny Sub-Committee

Thu 23 March 2023, 10:00 - 11:00

via Microsoft Teams

Agenda

10:00 - 10:05 1. STANDARD BUSINESS
5 min

1.1. Welcome and Introductions

Chair: Gareth Jones

1.2. Apologies for Absence

Chair: Gareth Jones

1.3. Declarations of Interest

Chair: Gareth Jones

1.4. Minutes of the Sub-Committee Meeting held on 26th January 2023

Chair: Gareth Jones


To approve

 1.4 PUBLIC TCS Programme Scrutiny Sub-Committee Minutes 26.1.23-LF.pdf (3 pages)

1.5. Action Log

Chair: Gareth Jones

To approve

 1.5 PUBLIC TCS Programme Scrutiny Sub-Committee Action Log 16.03.23.pdf (2 pages)


10:05 - 10:20 2. PROGRAMME GOVERNANCE
15 min

2.1. Communications & Engagement

Non Gwilym

To note

 2.1a March Comms Scrutiny Committee Report.pdf (6 pages)

 2.1b staff feedback 1.pdf (5 pages)

 2.1c staff feedback 2.pdf (5 pages)

2.2. TCS Programme Finance Report

Mark Ash

To note

 2.2a TCS Programme Board Finance Report (February 2023) - Cover Paper.pdf (4 pages)

 2.2b TCS Programme Board Finance Report (February 2023) - Main Report.pdf (17 pages)

Webber, Jane
22/03/2023 11:09:17




10:20 - 10:25
5 min

3. PROGRAMME DELIVERY

3.1. Programme Director's Report

Carl James

To note

-  3.1 TCS Programme Directors Report_PSC_March 23_Public_Final.pdf (23 pages)
-  3.1 Appendix B_Risk Register_March 23_PSSC_Public.pdf (3 pages)
-  3.1 Appendix C_Checklist_PSC_March 23.pdf (1 pages)

10:25 - 10:55
30 min

4. PROJECT DELIVERY

4.1. Project 2

4.1.1. FBC Commercial Case Progress Update

Verbal update *David Powell*

To note

4.1.2. Prep for Gateway Review - Gate 3

Verbal Update *David Powell*

To note

4.2. Project 4

4.2.1. RSC Update

Andrea Hague

To note

-  4.2.1 RSC report for TCS scrutiny March 2023.pdf (5 pages)

10:55 - 10:55
0 min

5. ANY OTHER BUSINESS

Chair: Gareth Jones

Prior agreement of the Chair required

10:55 - 10:55
0 min

6. REVIEW OF THE MEETING

10:55 - 10:55
0 min

7. DATE & TIME OF NEXT MEETING

Thursday 20th April 2023 at 1.30-3.00pm

10:55 - 10:55
0 min

8. CLOSE

The Sub-Committee is asked to adopt the following resolution:

That representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in

Webber Kane
22/03/2023 11:19:11

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD

26th January 2023 at 12.00-12.30pm

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

Members Present:

Hilary Jones (HJ)	Independent Member (Chair)
Professor Donna Mead (DM)	Trust Chair

In attendance:

Professor Andrew Westwell	Independent Member
Vicky Morris	Independent Member
Steve Ham (SHam)	Trust Chief Executive
Carl James (CJames)	Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Dr Jacinta Abraham (JA)	Executive Medical Director
Matthew Bunce (MB)	Executive Director of Finance
Gavin Bryce (GB)	Planning Performance Programme Manager
David Powell (DP)	TCS Project Director
Mark Ash (MA)	Assistant Director of Finance
Andrea Hague	Director of Cancer Services
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Cory Davies (CD)	Project and Programme Co-ordinator
Liane Webber (LW)	Secretariat/Business Support Officer

Apologies:

Stephen Harries (SHarries)	Independent Member
Gareth Jones (GJ)	Independent Member
Cath O'Brien (COB)	Chief Operating Officer
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists
Non Gwilym (NG)	Assistant Director Communications and Engagement
Huw Llewellyn (HL)	Director of Commercial and Strategic Partnerships

1.0	STANDARD BUSINESS	ACTION
1.1	<p>Welcome & Introductions</p> <p><i>(Given the nature of the agenda for this meeting, all Independent Members of the Trust Board were invited to attend).</i></p> <p>HJ welcomed attendees to the meeting. The Sub-Committee extended its thanks to Vicky Morris and Prof. Andrew Westwell for their attendance.</p>	
1.2	<p>Apologies for Absence</p> <p>Apologies were noted as above.</p>	



1.3	Declarations of Interest No declarations of interest were received.	
1.4	Minutes of the Sub-Committee Meeting held on 17th November 2022 The minutes of the meeting held on 17 th November 2022 were approved as an accurate record.	
1.5	Action Log of the Sub-Committee Meeting held on the 17th November 2022 The action log was reviewed and the following points noted: <ul style="list-style-type: none">• Actions 120,121,122 & 130 – LF noted that a review of timing and approach is required.• Action 136 – noted that an update was provided but the action remains open. All remaining actions were updated and subsequently closed. HJ requested that all outstanding actions be fully updated in time for the next meeting. The Sub-Committee approved the action log .	
2.0	PROJECT DELIVERY	
2.1	New Velindre Cancer Centre Full Business Case - Strategic Case <i>(Connection with VCC meeting room lost. LF, DM and DP left the meeting)</i> The nVCC FBC – Strategic Case was presented. MA noted that several typographical errors had been highlighted at the preceding Programme Delivery Board meeting which would be amended prior to the report's submission to Trust Board. MA also highlighted that the Commercial Case was not currently available due to ongoing negotiations around key commercial aspects of the project. <i>(Connection with meeting room restored. LF, DM and DP re-joined the meeting)</i> MA reported that Welsh Government have been informed of the four cases moving through the Trust's internal governance process and a meeting to commence scrutiny with WG colleagues is scheduled to take place next week. Noted that this process is estimated to take approximately 8-10 weeks. HJ queried the all-electric design and what backup arrangements would be in place in the event of disruption to the electricity supply. DP explained that twin feeds would supply the site, with an additional backup of biofuel/oil providing sufficient cover.	



	The Sub-Committee endorsed the New Velindre Cancer Centre Full Business Case – Strategic Case for Trust Board approval and agreed the recommendations.	
3.0	ANY OTHER BUSINESS	
	There were no additional items of business brought for discussion.	
4.0	REVIEW OF THE MEETING	
	There were no additional comments or questions.	
5.0	DATE & TIME OF NEXT MEETING	
	The next meeting of the Sub-Committee will be held on Tuesday 28 th February at 2.00-3.00pm	

DRAFT

Webber, Liane
22/03/2023 11:59:17

TCS Programme Scrutiny Sub-Committee

March 2023

Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
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"> Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified. 	OPEN <i>(To be addressed in line with Programme Tranche Report)</i>
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. COB will work with BL and SM to articulate that and to show what is being done to address this issue.	Cath O'Brien / Sarah Morley	22/03/22	18/10/22	<ul style="list-style-type: none"> Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified. 	OPEN <i>(To be addressed in line with Programme Tranche Report)</i>
122	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee,	Steve Ham/ Sarah Morley	04/05/22	18/10/22	<ul style="list-style-type: none"> Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report 	OPEN <i>(To be addressed in line with Programme</i>



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	following a discussion in the June Board Development meeting				being made and Committee date being identified.	Tranche Report)
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"> Programme Tranche Report finalised and discussed with IMs of the TCS Scrutiny Sub-Committee 10/11/22. Final amendments to report being made and Committee date being identified. 	OPEN (To be addressed in line with Programme Tranche Report)
136	Nuffield Recommendations Update GJ requested that the document be presented in a way which clearly shows the changes made since the previous version. HJ suggested that the cover paper state the individual action progress rather than contain all of the information already received, to facilitate more efficient action tracking. CJames agreed that due consideration would be given as to how to best meet these requirements.	Carl James	17/11/22	19/1/23	<p>Discussions internally and with Health Boards and future documents will show progress and changes made between reporting dates.</p> <p>17/3/23 - Requested that HBs supply updates with track changes — Proposed to close as agreement made and will be reflected in future reporting</p>	CLOSED

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22/03/2023 11:59:17

TCS PROGRAMME SCRUTINY SUB-COMMITTEE

COMMUNICATIONS AND ENGAGEMENT UPDATE

DATE OF MEETING	23 rd March 2023
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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 Project Board	14/3/2023	NOTED
Enabling Works Project Board	14/3/2023	NOTED
TCS Programme Delivery Board	16/3/2023	NOTED

ACRONYMS	
nVCC	New Velindre Cancer Centre

1. SITUATION

This report outlines the activities and achievements of the TCS communications and engagement team since the previous meeting.

2. ASSESSMENT

2.1 Local community engagement events

One resident drop-in event was held on February 23 at Whitchurch Library. Members of the team from enabling works, the communications and engagement team, a Walters representative and David Powell attended. No members of the public attended the event. The event was widely publicised across social media and councillors were aware of the event and shared information with residents. We are also aware through separate correspondence that residents, including campaigners against the nVCC, knew of the event. The next scheduled drop-in event is March 30 at Whitchurch Library.

2.2 Political stakeholder meetings

During the reporting period, one meeting with the local MS/MPs and ward councilors has taken place. No major issues have been raised. Another meeting is scheduled on March 24.

2.3 Staff engagement

Several initiatives to engage staff around the nVCC are now underway. A series of staff events is due to start informing colleagues about the new Velindre Cancer Centre. Un Peth Bach – Just One Thing will focus on one different theme each week, encouraging staff to ask questions, share feedback and input ideas into the nVCC project. Pop-up events will be held in the VCC café where we will share regular updates on what's happening in the nVCC project.

Some of the topics we will cover include:



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22/03/2023 11:59:17

The **Weaving Velindre** project is also underway which involves staff taking a creative break to try out a short fabric weaving activity using materials associated with the hospital. The final piece will be a collective artwork that will be displayed on site that brings together pieces made by staff across VCC. The staff survey is still live on the intranet to gather feedback from colleagues and help inform future decisions. The survey is live, available [here](#), and has been completed by dozens of staff members at time of writing. A summary of the responses is:

- The majority feel they are “well-informed” about the nVCC project
- The majority say the best way to stay informed about nVCC is through digital channels like social media and the website and the staff newsletters

3. Communications

3.1 Pathway improvement works

Public communications were issued ahead of pathway improvement works that required a short Public Right of Way closure. The information was shared on our social media channels and sent via email to all local stakeholders and politicians ahead of the work which took place on Tuesday, February 28.

3.2 Oak tree works

Work was undertaken in February to pollard one of the oak trees on the site of the nVCC. Many social media posts, including images and video of the work, were shared by residents and campaigners across social media and included several false claims. These included that the tree had a protection order, that the border of the main site was moved to carry out the work and that we did not have the correct permissions. A statement was issued to address these claims and explain why the work was necessary. The statement was shared on our social media channels and sent via email to all local stakeholders and politicians.

3.3 Request for comment from Western Mail

During the reporting period we received one request for comment from the media. The request came from the Western Mail after they received a press release from Save the Northern Meadows. The press release highlights some bid-rigging convictions related to two former employees of Kajima in business activities in Japan.

The incident happened between 2014 and 2015 and the court case was in March 2021.

We issued this response:

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A Velindre University NHS Trust spokesperson said: “All contractors associated with the new Velindre Cancer Centre are appointed following a robust procurement process. The development of the new Velindre Cancer Centre is vital in safeguarding the provision of crucial cancer treatment and care for the 1.5 million people of southeast Wales over the coming decades. It will support the region in improving the quality of care, patient experience and outcomes. The development of the new Velindre Cancer Centre allows us to keep pace with increasing demand as the number of people referred to us with cancer grows every year.”

3.4 Integrated Radiotherapy Solutions

An updated communications and engagement plan for the Integrated Radiotherapy Solutions (IRS) project is currently being developed. This plan is for the post-procurement phase.

The objectives of the plan are:

- Demonstrate how the IRS Solution is a key component of how VUNSHT is improving its cancer services
- Ensure awareness of the clear purpose and considerable potential the IRS solution offers patients, staff and NHS Wales
- Inspiring internal and external interest and collaboration in the IRS solution with partners, stakeholders, patients and the public
- Building brand awareness of Velindre University NHS Trust
- Increasing the level of information to staff at all levels (including SLT) patients, the wider public and all stakeholders
- Creating wider interest
- Support decision making and approvals
- Engagement with key partners including Community Health Councils and senior and operational colleagues at ABHB

The plan will involve several content packages to be produced to mark key milestones throughout the project. Patient engagement will be a key feature of the plan and involve a public poll on the names of the new fleet of radiotherapy machines.

4. Responding to correspondence from a wide range of stakeholders.

The main themes of correspondence received during the reporting period include:

- Oak tree work
- Lorries waiting / wait area
- Clearance work at site
- Work starting early

5. IRS and RSC communications

We remain in the process of finalising an extensive communications plan for the IRS and RSC projects as they hit key milestones and enter their next phases following completion of procurement.

The communications plan includes a content plan, a revised mission statement and a new strapline to accompany all relevant future communications.

The plan also includes substantial patient engagement programme that will include a public poll to name the new radiotherapy fleet of 10 machines. The names will be based on a theme, such as Welsh nature or Welsh castles, that will be voted on online.

6. Next month

- Finalising a digital and print newsletter strategy
- Working to develop a consistent cycle of digital stories promoting the TCS programme in line with wider works programme
- Finalising the refresh of the TCS and Velindre Cancer Centre public website to provide an updated and improved experience including a new FAQ section and explainer on the clinical model
- Developing the CIVICA Engage platform to support stakeholder management, Community Panel recruitment & staff awareness poll

5 IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	There are no specific quality and safety implications related to the activity outlined in this report.

RELATED STANDARD	HEALTHCARE	Governance, Leadership and Accountability
		If more than one Healthcare Standard applies please list below:
EQUALITY ASSESSMENT	IMPACT COMPLETED	Not required
LEGAL IMPACT	IMPLICATIONS /	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.

6 RECOMMENDATION

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

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 22/03/2023 11:59:17

Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 9

Survey: nVCC Hub

Start Date: 2023-02-01 00:00:00

End Date: 2023-02-28 23:59:59

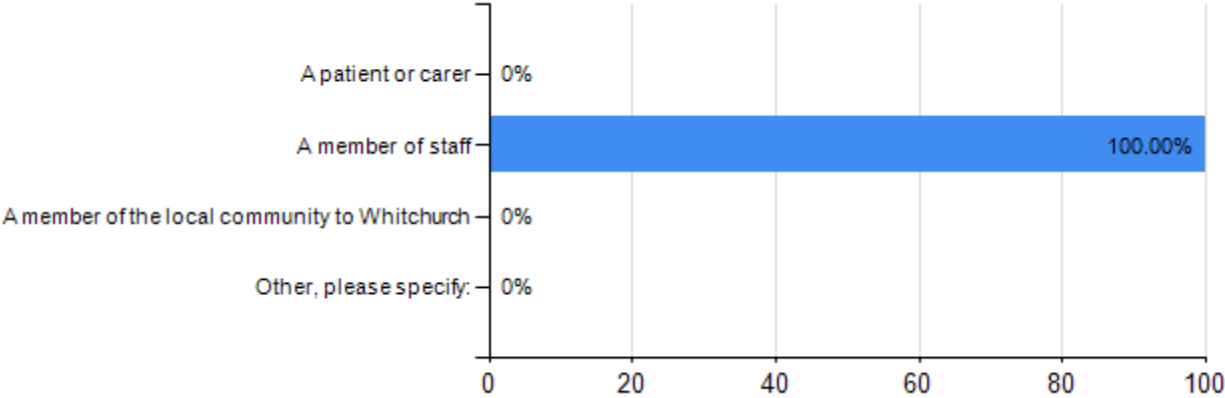


Results from: nVCC

Question 1: I am

[Create new action](#)

Available Answers	Responses	Score (%)
A patient or carer	0	0.00%
A member of staff	9	100.00%
A member of the local community to Whitchurch	0	0.00%
Other, please specify:	0	0.00%
Total	9	100%



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Page :1 of 5

Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 9

Survey: nVCC Hub

Start Date: 2023-02-01 00:00:00

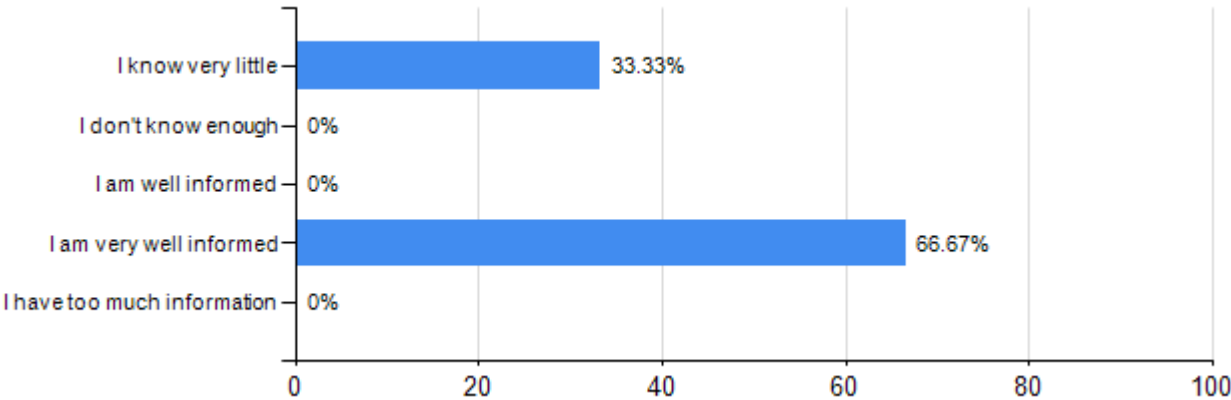
End Date: 2023-02-28 23:59:59



Question 2: How well informed are you about the new cancer centre project?

[Create new action](#)

Available Answers	Responses	Score (%)
I know very little	2	33.33%
I don't know enough	0	0.00%
I am well informed	0	0.00%
I am very well informed	4	66.67%
I have too much information	0	0.00%
Total	6	100%



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Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results



Total Respondents: 9

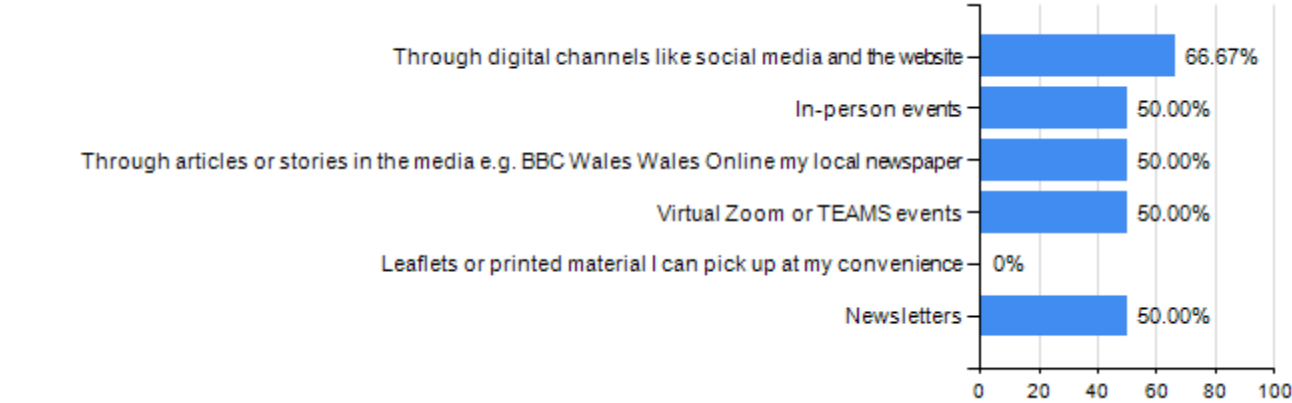
Survey: nVCC Hub

Start Date: 2023-02-01 00:00:00 End Date: 2023-02-28 23:59:59

Question 3: What's the best way to keep you informed (please tick all that apply):

[Create new action](#)

Available Answers	Responses	Score (%)
Through digital channels like social media and the website	4	66.67%
In-person events	3	50.00%
Through articles or stories in the media e.g. BBC Wales Wales Online my local newspaper	3	50.00%
Virtual Zoom or TEAMS events	3	50.00%
Leaflets or printed material I can pick up at my convenience	0	0.00%
Newsletters	3	50.00%
Total	6	100%



Question 4: Staff who work at the cancer centre

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	1	16.67%
3	0	0.00%
4	0	0.00%
5	5	83.33%
Total	6	100%

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Page :3 of 5

Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 9

Survey: nVCC Hub

Start Date: 2023-02-01 00:00:00 End Date: 2023-02-28 23:59:59



Question 4: Patients their families and carers who will be treated at the new centre

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	0	0.00%
3	0	0.00%
4	0	0.00%
5	6	100.00%
Total	6	100%

Question 4: The local community in Whitchurch

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	1	16.67%
3	0	0.00%
4	0	0.00%
5	5	83.33%
Total	6	100%

Question 4: The future of cancer services in south east Wales

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	0	0.00%
3	0	0.00%
4	1	16.67%
5	5	83.33%
Total	6	100%

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22/03/2023 11:59:17

Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 9

Survey: nVCC Hub

Start Date: 2023-02-01 00:00:00 End Date: 2023-02-28 23:59:59



Question 5: Is there anything else you'd like to share with us about the new Velindre Cancer Centre?

[Create new action](#)

Available Filters:

Note: The available filter selection is dependent on the report that is being generated.

Filter Option	Selection
Service Group	Velindre Cancer Centre
Directorate	Transforming Cancer Services
Service	Communications & Engagement
Location	All Filters Selected

Survey	nVCC Hub
Question	All Questions Selected
Response	All Responses Selected
Category	Standard

Start Date	2023-02-01 00:00:00
End Date	2023-02-28 23:59:59

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Report Generated: 3/6/2023 9:11:56 AM

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Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 7

Survey: nVCC Staff Feedback

Start Date: 2023-02-01 00:00:00

End Date: 2023-02-28 23:59:59

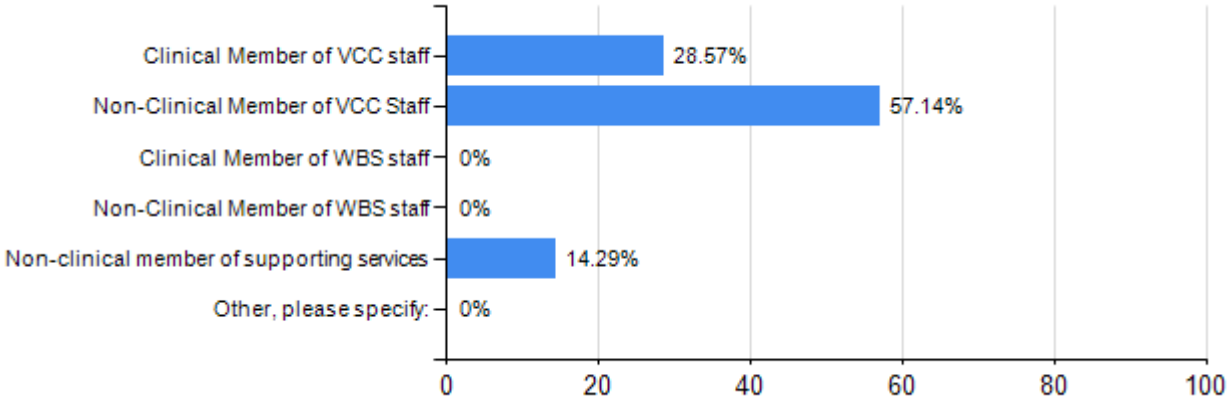


Results from: nVCC

Question 1: Are you a:

[Create new action](#)

Available Answers	Responses	Score (%)
Clinical Member of VCC staff	2	28.57%
Non-Clinical Member of VCC Staff	4	57.14%
Clinical Member of WBS staff	0	0.00%
Non-Clinical Member of WBS staff	0	0.00%
Non-clinical member of supporting services	1	14.29%
Other, please specify:	0	0.00%
Total	7	100%



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Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 7

Survey: nVCC Staff Feedback

Start Date: 2023-02-01 00:00:00

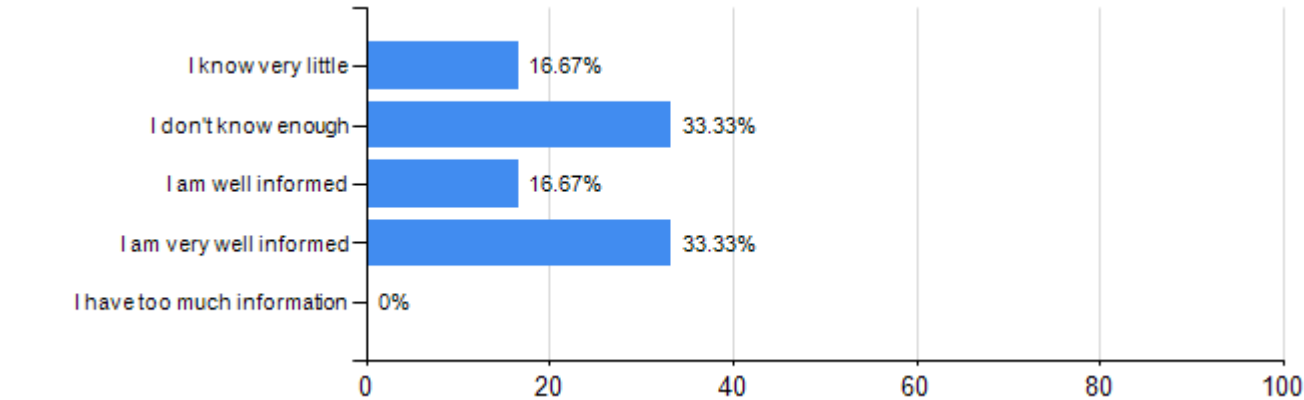
End Date: 2023-02-28 23:59:59



Question 2: How well informed are you about the new cancer centre project?

[Create new action](#)

Available Answers	Responses	Score (%)
I know very little	1	16.67%
I don't know enough	2	33.33%
I am well informed	1	16.67%
I am very well informed	2	33.33%
I have too much information	0	0.00%
Total	6	100%



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Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 7

Survey: nVCC Staff Feedback

Start Date: 2023-02-01 00:00:00

End Date: 2023-02-28 23:59:59



Question 3: What’s the best way to keep you informed (please tick all that apply):

[Create new action](#)

Available Answers	Responses	Score (%)
Through digital channels like social media and the website	5	83.33%
Through my manager	4	66.67%
In-person events	1	16.67%
Through articles or stories in the media e.g. BBC Wales Wales Online my local newspaper	0	0.00%
Virtual Zoom or TEAMS events	2	33.33%
Leaflets or printed material I can pick up at my convenience	1	16.67%
Staff newsletters	4	66.67%
Total	6	100%



Webber, Liane
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Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 7

Survey: nVCC Staff Feedback

Start Date: 2023-02-01 00:00:00 End Date: 2023-02-28 23:59:59



Question 4: Staff who work at the cancer centre

[Create new action](#)

Available Answers	Responses	Score (%)
1	1	16.67%
2	0	0.00%
3	1	16.67%
4	2	33.33%
5	2	33.33%
Total	6	100%

Question 4: The local community in Whitchurch

[Create new action](#)

Available Answers	Responses	Score (%)
1	1	16.67%
2	2	33.33%
3	2	33.33%
4	0	0.00%
5	1	16.67%
Total	6	100%

Question 4: Patients their families and carers who will be treated at the new centre

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	0	0.00%
3	1	16.67%
4	2	33.33%
5	3	50.00%
Total	6	100%

Webber, Liane
22/03/2023 11:59:17

Survey Summary Report

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Total Respondents: 7

Survey: nVCC Staff Feedback

Start Date: 2023-02-01 00:00:00 End Date: 2023-02-28 23:59:59



Question 4: The future of cancer services in south east Wales

[Create new action](#)

Available Answers	Responses	Score (%)
1	0	0.00%
2	0	0.00%
3	3	50.00%
4	1	16.67%
5	2	33.33%
Total	6	100%

Available Filters:

Note: The available filter selection is dependent on the report that is being generated.

Filter Option	Selection
Service Group	Velindre Cancer Centre
Directorate	Transforming Cancer Services
Service	Communications & Engagement
Location	All Filters Selected

Survey	nVCC Staff Feedback
Question	All Questions Selected
Response	All Responses Selected
Category	Standard

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TCS PROGRAMME SCRUTINY SUB-COMMITTEE

TCS Programme Finance Report 2022-23

February 2023

DATE OF MEETING	23 rd March 2023
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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	TO NOTE
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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	16/03/2023	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

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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 11 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 28TH FEBRUARY 2023

- 2.1 The summary financial position for the TCS Programme for the year 2022-23 as at 28th February 2023 is provided below.

Expenditure Type	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Capital	£13.685m	£16.801m	£16.801m	£0m
Revenue	£0.587m	£0.674m	£0.654m	£0.020m
Total	£14.272m	£17.475m	£17.455m	£0.020m

- 2.2 The Programme is currently forecasting an overall underspend of £0.020m against a budget of £17.475m for the financial year 2022-23.
- 2.3 The Enabling Works forecast position reflects an underspend of £0.534m, which will support the nVCC Project. This will be provided from the Enabling Works QRA and poses a low financial risk for the Enabling Works Project. The approach has been agreed with WG and we are awaiting formal approval.
- 2.4 A review of the Enabling Works Project funding requirements in January 2022 has resulted in a further virement of £0.709m from 2022-23 into 2023-24, as agreed with WG. This, along with the change in the IRS Procurement Project funding, reduces the overall **capital** funding for 2022-23 to **£16.801m**. To date the Enabling Works Project has undertaken the following adjustments into 2023-24:
- Adjustment of £1.900m in May 2022 – delay in Enabling Works Project;
 - Adjustment of £1.472m in August 2022 – delay in the Asda works;
 - Adjustment of £3.021m in October 2022 – delay in the Asda works; utilities and Added Value works;
 - Virement of £0.305m to the nVCC Project; and
 - Adjustment of £0.709m in January 2023 – further delay in the Asda works; utilities and Added Value works.
- 2.5 Following the above reviews, the Enabling Works Project has confirmed its funding requirements to deliver the EW FBC in 2022-23. The project will need to manage its financial position, and any further 'slippage' will need to be managed by the Trust's Capital Programme or returned to WG without reprovision.

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- 2.6 In December 2022, a virement of £0.305m was made from the Enabling Works Project to the nVCC Project, as agreed with WG.
- 2.7 Following Ministerial approval of the IRS Final Business Case during November 2022, the IRS Procurement Project was closed on 30th November 2022. The final costs for the Project at this time were £0.178m. Therefore, of the £0.434m funding ring fenced from the core Trust discretionary programme for the project in lieu of FBC approval, only the final requirement of £0.178m was drawn down by the Project. However, as there is provision to fund these costs in the IRS FBC, this amount was reimbursed back to the discretionary programme for utilisation elsewhere within the Trust. Moreover, the final costs for this Project will now be reported by the IRS Implementation Project, as this is where the IRS Procurement Project for 2022-23 will therefore be not be reported by the TCS Programme.
- 2.8 Provisional revenue funding of £0.020m towards pay award costs was provided to the Programme in September 2022 from the WG allocation to the Trust. However, following a review of the Programme's revenue budget and forecast expenditure for the year, there is sufficient resource from within the Programme to cover its increased pay costs. Therefore, this additional funding will not be drawn down in 2022-23. These increased costs will however be take into account when forecasting future pay costs.
- 2.9 The Trust has approved a budget of £0.033m for the Judicial Review matter, a decrease of £0.010m from the original budget ring fenced for this matter (further details in Section 7). The **revenue** budget has now reverted to **£0.674m** for 2022-23.
- 2.10 There are currently three key financial risks to the Programme:
- 2.11 Increased advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage;
- Further legal fees relating to the Judicial Review matter; and
 - An underspend within the PMO and SDT Projects.
- 2.12 These risks have mitigation plans in place or in development by the relevant Project Teams.

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:

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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)
	The financial implications are clearly outlined in the report.

4. RECOMMENDATION

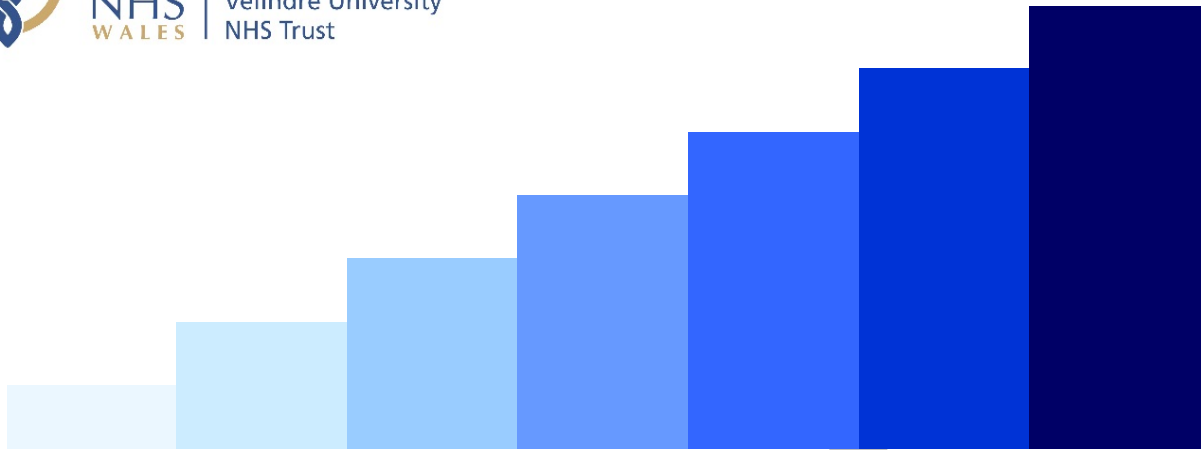
- 4.1 The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2022-23 as at 28th February 2023.

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GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust



TCS PROGRAMME FINANCE REPORT 2022-23

Period Ending February 2023

**Presented to the
TCS Programme Delivery Board on
16th March 2023**

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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 28th February 2023 and the current year-end forecast.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided regularly to both the TCS Programme Delivery Board and Trust Board.

2. EXECUTIVE SUMMARY

- 2.1 The summary financial position for the TCS Programme for the year 2022-23 as at 28th February 2023 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	£13.685m	£16.801m	£16.801m	£0m
Revenue	£0.587m	£0.674m	£0.654m	£0.020m
Total	£14.272m	£17.475m	£17.455m	£0.020m

- 2.2 The Programme is currently forecasting an overall underspend of £0.020m against a budget of £17.475m for the financial year 2022-23.
- 2.3 The Enabling Works forecast position reflects an underspend of £0.534m, which will support the nVCC Project. This will be provided from the Enabling Works QRA and poses a low financial risk for the Enabling Works Project. The approach has been agreed with WG and we are awaiting formal approval.
- 2.4 A review of the Enabling Works Project funding requirements in January 2022 has resulted in a further virement of £0.709m from 2022-23 into 2023-24, as agreed with WG. This, along with the change in the IRS Procurement Project funding, reduces the overall **capital** funding for 2022-23 to **£16.801m**. To date the Enabling Works Project has undertaken the following adjustments into 2023-24:
- Adjustment of £1.900m in May 2022 – delay in Enabling Works Project;
 - Adjustment of £1.472m in August 2022 – delay in the Asda works;
 - Adjustment of £3.021m in October 2022 – delay in the Asda works; utilities and Added Value works;
 - Virement of £0.305m to the nVCC Project; and
 - Adjustment of £0.709m in January 2023 – further delay in the Asda works; utilities and Added Value works.
- 2.5 Following the above reviews, the Enabling Works Project has confirmed its funding requirements to deliver the EW FBC in 2022-23. The project will need to manage its financial position, and any further 'slippage' will need to be managed by the Trust's Capital Programme or returned to WG without reprovion.
- 2.6 In December 2022, a virement of £0.305m was made from the Enabling Works Project to the nVCC Project, as agreed with WG.

- 2.7 Following Ministerial approval of the IRS Final Business Case during November 2022, the IRS Procurement Project was closed on 30th November 2022. The final costs for the Project at this time were £0.178m. Therefore, of the £0.434m funding ring fenced from the core Trust discretionary programme for the project in lieu of FBC approval, only the final requirement of £0.178m was drawn down by the Project. However, as there is provision to fund these costs in the IRS FBC, this amount was reimbursed back to the discretionary programme for utilisation elsewhere within the Trust. Moreover, the final costs for this Project will now be reported by the IRS Implementation Project, as this is where the IRS Procurement Project for 2022-23 will therefore be not be reported by the TCS Programme.
- 2.8 Provisional revenue funding of £0.020m towards pay award costs was provided to the Programme in September 2022 from the WG allocation to the Trust. However, following a review of the Programme's revenue budget and forecast expenditure for the year, there is sufficient resource from within the Programme to cover its increased pay costs. Therefore, this additional funding will not be drawn down in 2022-23. These increased costs will however be take into account when forecasting future pay costs.
- 2.9 The Trust has approved a budget of £0.033m for the Judicial Review matter, a decrease of £0.010m from the original budget ring fenced for this matter (further details in Section 7). The **revenue** budget has now reverted to **£0.674m** for 2022-23.
- 2.10 There are currently three key financial risks to the Programme:
- 2.11 Increased advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage;
- Further legal fees relating to the Judicial Review matter; and
 - An underspend within the PMO and SDT Projects.
- 2.12 These risks have mitigation plans in place or in development by the relevant Project Teams.

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.

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 £17.628m capital and £0.674m revenue, as outlined in Appendix 2. The sources of funding are summarised below.

Sources of Capital Funding

Initial Allocation (as at April 2022)

Project	WG Capital	Trust Discretionary Programme	Total Funding
Enabling Works Project	£21.813m	£0m	£21.813m
nVCC Project	£2.089m	£0m	£2.089m
IRS Procurement Project	£0m	£0.434m	£0.434m
Total	£23.902m	£0.434m	£24.336m

Overall Change to Allocation

Project	WG Capital	Trust Discretionary Programme	Total Funding
Enabling Works Project	-£7.406m	£0m	-£7.406m
nVCC Project	£0.305m	£0m	£0.305m
IRS Procurement Project	£0m	-£0.434m	-£0.434m
Total	-£7.101m	-£0.434m	-£7.535m

Current Allocation (as at November 2022)

Project	WG Capital	Trust Discretionary Programme	Total Funding
Enabling Works Project	£14.407m	£0m	£14.407m
nVCC Project	£2.394m	£0m	£2.394m
IRS Procurement Project	£0m	£0m	£0m
Total	£16.801m	£0m	£16.801m

Sources of Revenue Funding

Initial Allocation (as at April 2022)

Project	LHB Commissioners	Trust Reserves	Total Funding
PMO	£0.240m	£0m	£0.240m
nVCC Project	£0m	£0.073m	£0.073m
SDT Project	£0.180m	£0.131m	£0.311m
Total	£0.420m	£0.204m	£0.624m

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Overall Change to Allocation

Project	LHB Commissioners	Trust Reserves	Total Funding
PMO	£0m	£0.060m	£0.060m
nVCC Project	£0m	-£0.010m	-£0.010m
SDT Project	£0m	£0m	£0m
Total	£0m	£0.050m	£0.050m

Current Allocation (as at November 2022)

Project	LHB Commissioners	Trust Reserves	Total Funding
PMO	£0.240m	£0.060m	£0.300m
nVCC Project	£0m	£0.063m	£0.063m
SDT Project	£0.180m	£0.131m	£0.311m
Total	£0.420m	£0.254m	£0.674m

4. CAPITAL POSITION

4.1 The current capital funding is outlined below:

- Enabling Works Project £14.407m Capital Expenditure Limit (CEL)
 - nVCC Project £2.394m Capital Expenditure Limit (CEL)
 - IRS Project £0 See section 7
- Total £16.801m**

4.2 The capital position as at 28th February 2023 is outlined below, with an overall breakeven position forecast for 2022-23.

Capital Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Enabling Works Project	£10.947m	£14.407m	£13.873m	£0.534m
nVCC Project	£2.737m	£2.394m	£2.927m	-£0.533m
IRS Procurement Project	£0m	£0m	£0m	£0m
Total	£13.685m	£16.801m	£16.801m	£0m

4.3 The forecast overspend of £0.533m for the nVCC Project will be supported by the Enabling Works Project underspend of £0.534m. This will be provided from the Enabling Works QRA and poses a low financial risk for the Enabling Works Project. The approach has been agreed with WG and we are awaiting formal approval.

4.4 Following Ministerial approval of the IRS Final Business Case (IRS FBC) during November 2022, the IRS Procurement Project was closed on 30th November 2022. There was final cost of £0.182m for the Project against a budget of £0.178m, with funding ring fenced from the core Trust discretionary programme. However the IRS FBC included provision to fund these costs, therefore the funding was reimbursed back

to the discretionary programme, and both the budget and costs for 2022-23 were transferred to the IRS Implementation Project. Therefore the final budget and outturn for the IRS Procurement Project for 2022-23 is nil.

5. REVENUE POSITION

5.1 The current revenue funding is outlined below:

• PMO	£0.300m	NHS Commissioners & Trust Reserves
• nVCC Project	£0.063m	Trust Reserves
• SDT Project	£0.311m	NHS Commissioners & Trust Reserves
Total	£0.674m	

5.2 Following the implementation of the annual NHS pay award in September 2022, a review of the forecast revenue pay for 2022-23 took place in November 2022. Adjustments were been made in to the relevant pay and non-pay budgets, allowing increased revenue pay costs in 2022-23 to be covered from within the Programme.

5.3 The revenue position as at 28th February 2023 is outlined below, with a forecast underspend of £0.020m for 2022-23 against a budget of **£0.674m**.

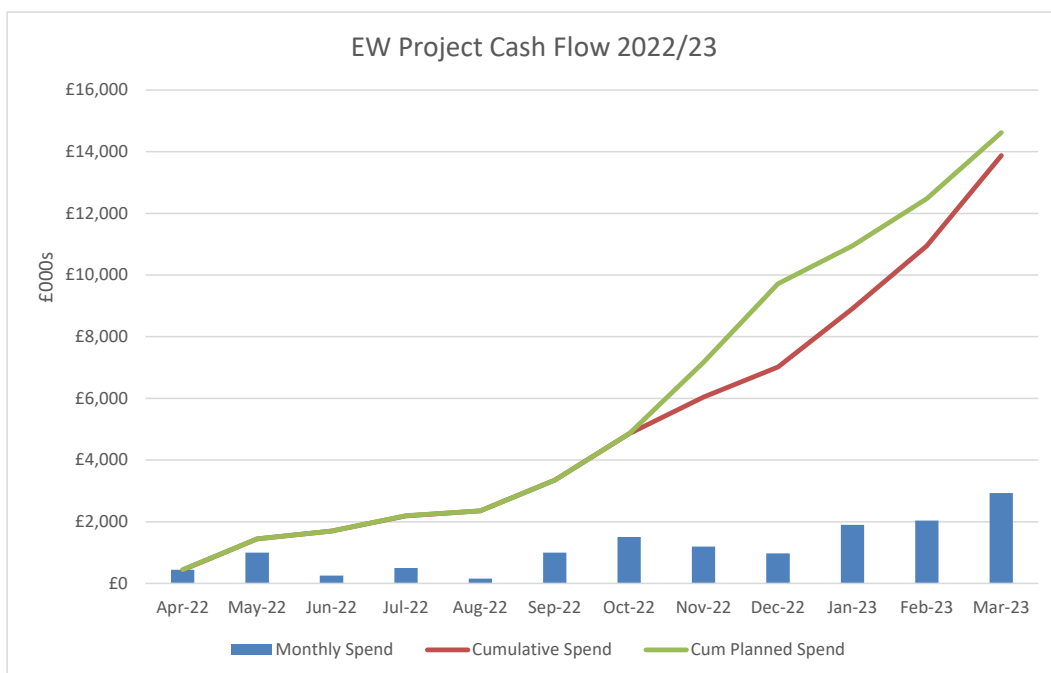
Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
PMO	£0.249m	£0.300m	£0.284m	£0.016m
nVCC Project	£0.071m	£0.063m	£0.073m	-£0.010m
SDT Project	£0.267m	£0.311m	£0.297m	£0.014m
Total	£0.587m	£0.674m	£0.654m	£0.020m

5.4 There are increased costs for the nVCC Judicial Review, which has resulted in an overspend of £0.010m. However, this will be offset by an underspend by the PMO of £0.016m and the SDT Project of £0.014m.

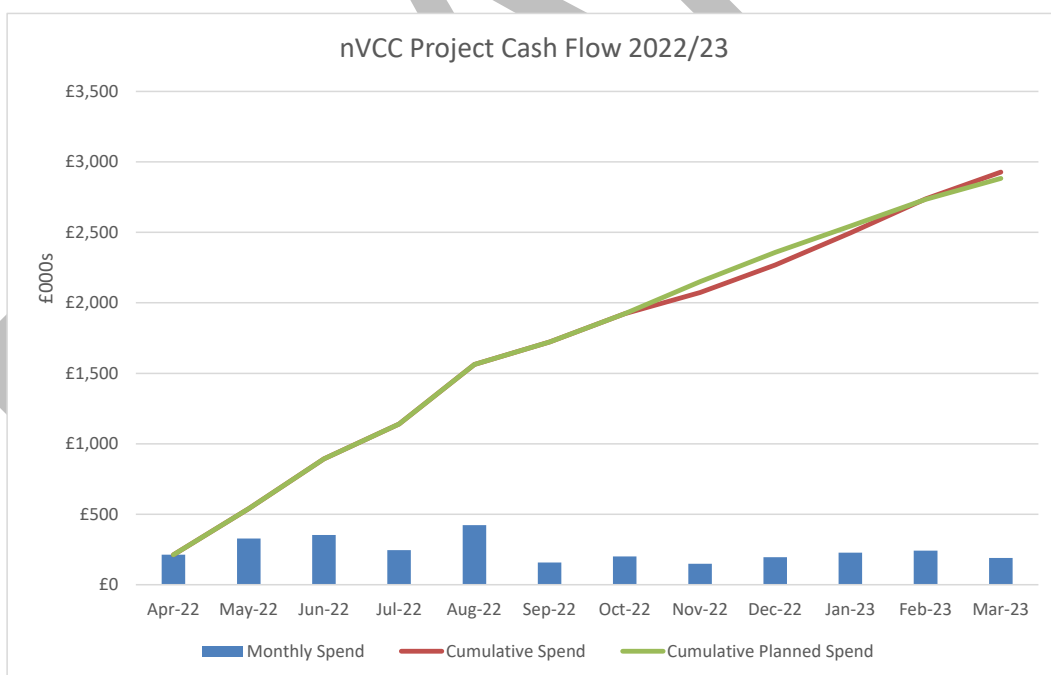
6. CASH FLOW

6.1 The projected capital cash flow for the **Enabling Works Project** is outlined below. The run rate indicates that, following the capital funding adjustment in January 2023, around 75% of the costs will be incurred in the second half of the financial year. This is due to the delay in the start of the works.

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6.2 The projected capital cash flow for the **nVCC Project** is outlined below. The run rate for the nVCC Project is relatively 'flat' and reflects planned activities in respect of the successful participant stage.



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

PROJECT FINANCE UPDATES

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

Programme Management Office

- 7.2 The total revenue funding for 2022-23 is **£0.300m**. £0.0240m of this is from NHS Commissioners' funding, and the remaining £0.060m from the Trust Reserves. The provisional pay award funding of £0.010m in 2022-23 previously reported will not be drawn down as the increased costs will be covered from within the PMO financial year.
- 7.3 There is no capital funding requirement for the PMO in 2022-23.
- 7.4 The revenue position for the PMO as at 28th February 2023 is shown below.

PMO Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.246m	£0.287m	£0.276m	£0.011m
Non Pay	£0.003m	£0.013m	£0.008m	£0.005m
Total	£0.249m	£0.300m	£0.284m	£0.016m

- 7.5 The forecast spend review in November 2022 has resulted in an adjustment to the pay and non-pay budgets to align them with the new forecasts.
- 7.6 There is a forecast underspend of £0.016m due to a delay in project and support work carried out by the PMO. This will be utilised in part to offset increased costs incurred by the nVCC Judicial Review.

Enabling Works Project

- 7.7 In February 2022, the Minister for Health and Social Services approved the EW FBC. This has provided capital funding of £28.089m in total.
- 7.8 For 2022-23 the Enabling Works Project initially received a CEL for £21.813m but after several reviews the final CEL is **£14.407m**, with a total virement to date of £7.405m from 2022-23 to 2023-24, as agreed by Welsh Government. Following reviews, the Enabling Works Project has confirmed its funding requirements to deliver the EW FBC in 2022-23. The project will need to financially manage its position, and any further 'slippage' will need to be managed by the Trust's Capital Programme or returned to WG without re-provision.
- 7.9 The Project's financial position for 28th February 2023 is shown below. The forecast position reflects an underspend of £0.534m 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	£0.299m	£0.220m	£0.327m	-£0.107m
Non Pay	£10.648m	£14.187m	£13.546m	£0.641m
Total	£10.947m	£14.407m	£13.873m	£0.534m

- 7.10 The spend relates to the following activities:

Description	Year to Date			Financial Year		
	Budget Feb-23 £	Spend Feb-23 £	Variance Feb-23 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project 1b - Enabling Works FBC	201,432	299,012	-97,580	219,744	327,174	-107,430
Pay Capital Total	201,432	299,012	-97,580	219,744	327,174	-107,430
NON-PAY - PROJECTS						
EF01 Construction Costs	0	40,981	-40,981	0	40,981	-40,981
EF02 Utility Costs	62,576	-68,924	131,500	710,613	579,113	131,500
EF03 Supply Chain Fees	478,920	481,671	-2,751	527,481	530,233	-2,751
EF04 Non Works Costs	207,149	311,023	-103,874	225,603	349,490	-123,886
EF05 ASDA Works	2,160,598	2,366,829	-206,231	2,584,385	2,808,615	-224,230
EF06 Walters D&B	7,202,609	7,016,560	186,049	8,735,418	8,531,369	204,048
EF07 Other (Decant Works, Surveys & Investigations, IM&T etc.)	0	0	0	174,000	0	174,000
EFQR Quantified Risk	817,983	297,899	520,084	922,798	512,099	410,699
EFQS QRA - SCP	307,200	316,895	-9,695	307,200	316,895	-9,695
EFRS Enabling Works FBC Reserves	0	-114,533	114,533	0	-122,533	122,533
Enabling Works Project Capital Total	11,237,036	10,648,401	588,634	14,187,499	13,546,262	641,237
TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE	11,438,468	10,947,414	491,054	14,407,243	13,873,436	533,806

- 7.11 There is a risk of a further underspend within the Enabling Works Project as a result of the delay in key project activities, however at present this represents a low risk, which will be monitored by the Project.

New Velindre Cancer Centre Project Capital

- 7.12 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 for 2022-23 of £2.089m. During December 2022 a virement of £0.305m was made to the Project from the Enabling Works Project, increasing the CEL to **£2.394m**.
- 7.13 The capital financial position for the nVCC Project for 28th February 2023 is shown below, with a further breakdown provided in Appendix 4. The forecast position reflects an overspend of £0.533m, 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	£1.061m	£1.274m	£1.159m	£0.115m
Non Pay	£1.677m	£1.120m	£1.768m	-£0.648m
Total	£2.737m	£2.394m	£2.927m	-£0.533m

7.14 The spend relates to the following activities:

Description	Year to Date			Financial Year		
	Budget Feb-23 £	Spend Feb-23 £	Variance Feb-23 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project Leadership	191,378	190,791	587	208,776	208,082	694
Project 2a - New Velindre Cancer Centre OBC	979,578	869,850	109,728	1,065,097	951,194	113,903
Pay Capital Total	1,170,956	1,060,641	110,315	1,273,873	1,159,276	114,596
NON-PAY						
nVCC Project Delivery	74,185	74,161	24	84,000	84,000	0
Work Packages						
VC08 Competitive Dialogue - Dialogue & SP to FC	731,127	1,461,746	-730,619	731,127	1,544,546	-813,419
VC10 Legal Advice	0	19,661	-19,661	0	19,661	-19,661
VC11 S73 Planning	0	89,552	-89,552	0	89,552	-89,552
VC12 nVCC FBC	106,453	89,776	16,677	106,453	89,776	16,677
VCRS nVCC Reserves	164,274	-58,352	222,625	198,547	-59,352	257,899
nVCC Project Capital Total	1,001,854	1,602,383	-600,530	1,036,127	1,684,183	-648,056
TOTAL nVCC OBC CAPITAL EXPENDITURE	2,246,995	2,737,185	-490,190	2,394,000	2,927,459	-533,460

7.15 There is a financial risk relating to advisory fees to conclude the tender evaluation stage, and Successful Participant to Financial Close stage. The additional fees could be in the range of c£0.100m. The Project's financial position will be monitored closely over the remaining months of the financial year.

Revenue

7.16 No revenue funding has been provided for the nVCC Project by WG in 2022-23. Therefore, the Trust has provided **revenue** budget of **£0.063m** from the Trust reserves. This is £0.010m less than was previously reported due to a budget of £0.033m provided for the Judicial Review matter as opposed to the original ring fenced budget of £0.043m. This revised budget was based on a revised forecast spend for the year.

7.17 The revenue financial position for the nVCC Project for 28th February 2023 is shown below, reflecting a forecast overspend of £0.010m against a budget of **£0.063m**.

nVCC Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Project Delivery	£0.027m	£0.030m	£0.030m	£0m
Judicial Review	£0.043m	£0.033m	£0.043m	-£0.010m
Total	£0.071m	£0.063m	£0.073m	-£0.010m

7.18 The forecast overspend of £0.010m for the Judicial Review matter will be offset by the revenue underspend forecast by the PMO and the SDT Project.

Integrated Radiotherapy Solution Procurement Project

7.19 Ministerial approval of the IRS Final Business Case during November 2022, and subsequent signing of the contract with the preferred bidder, instigated the closure of the IRS Procurement Project on 31st November 2022. The overall IRS Project will continue with the IRS Implementation Project, managed by Velindre Cancer Centre.

The final costs for the IRS Procurement Project are £0.182m, as outlined below.

Pay	£0.083m
Legal Advisors	£0.096m
Other Costs	£0.003m
Total costs	£0.182m

- 7.21 Estimated costs of £0.127m in 2022-23 for bunker refurbishment previously reported by the Project will now be covered directly by funding provided directly from the FBC, and will be reported by the IRS Implementation Project, who will also manage this work.
- 7.22 The CEL for the IRS FBC has been allocated to the IRS Implementation Project. This includes provision to fund the IRS Procurement Project in 2022-23, therefore the full budget and costs for 2022-23 in full this Project have been transferred to the IRS Implementation Project. The ring fenced funding has been released back to the core Trust discretionary programme for use elsewhere within the Trust.
- 7.23 The final capital position for the IRS Project for the financial year 2022-23 is **£0m**, with no funding, budget or spend to report for both pay and non pay.
- 7.24 There is no revenue requirement for the Project in 2022-23.

Service Delivery and Transformation Project

- 7.25 The total revenue funding for 2022-23 is £0.180m from NHS Commissioners' funding and £0.131 from Trust reserves. The provisional pay award funding of £0.010m in 2022-23 previously reported will not be drawn down as the increased costs will be covered from within the SDT project for this financial year. The resulting budget is **£0.311m** for this financial year.
- 7.26 There is no capital funding requirement for the Project in 2022-23.
- 7.27 The SDT Project revenue position as at 28th February 2023 is shown below.

SDT Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.267m	£0.291m	£0.291m	£0m
Non Pay	£0m	£0.020m	£0.005m	£0.014m
Total	£0.267m	£0.311m	£0.297m	£0.014m

- 7.28 The forecast spend review in November 2022 has resulted in an adjustment to the pay and non-pay budgets to align them with the new forecasts.
- 7.29 There is a forecast underspend of £0.014m due to a delay in project and support work carried out by the Project. This will be utilised in part to offset increased costs incurred by the nVCC Judicial Review.

8.

KEY RISKS AND MITIGATING ACTIONS

There are currently two key outstanding financial risks to the Programme:

- Increased nVCC Project advisory fees to conclude the tender evaluation stage and Successful Participant to Financial Close stage, which could be in the range of c£00100m. This risk will be managed within the project ;
- An overall underspend within the PMO and SDT Projects of ££0.020m.

These risks have mitigation plans in place or in development by the relevant Project Teams.

- 8.2 The risk of further legal fees relating to the Judicial Review matter has been mitigated with the costs offset by the underspend within the PMO and SDT Projects.

9. TCS SPEND REPORT SUMMARY

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

- 9.2 Appendix 3 provides cumulative report to 31st March 2022. The report for the financial year 2022-23 is currently being updated

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

- 9.4 The spend to 31st March 2022 for each Project within the Programme is summarised below.

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

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

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

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APPENDIX 1: TCS Programme Budget and Spend 2022-23 as at 28th February 2023

CAPITAL	Year to Date			Financial Year		
	Budget Feb-23	Spend Feb-23	Variance Feb-23	Annual Budget	Annual Forecast	Annual Variance
	£	£	£	£	£	£
PAY						
Project Leadership	191,378	190,791	587	208,776	208,082	694
Project 1b - Enabling Works FBC	201,432	299,012	-97,580	219,744	327,174	-107,430
Project 2a - New Velindre Cancer Centre OBC	979,578	869,850	109,728	1,065,097	951,194	113,903
Project 3a - Radiotherapy Procurement Solution	0	0	0	0	0	0
Capital Pay Total	1,372,388	1,359,653	12,735	1,493,617	1,486,450	7,166
NON-PAY						
nVCC Project Delivery	74,185	74,161	24	84,000	84,000	0
Project 1b - Enabling Works FBC	11,237,036	10,648,401	588,634	14,187,499	13,546,262	641,237
Project 2a - New Velindre Cancer Centre OBC	1,001,854	1,602,383	-600,530	1,036,127	1,684,183	-648,056
Project 3a - Radiotherapy Procurement Solution	0	0	0	0	0	0
Capital Non-Pay Total	12,313,074	12,324,945	-11,871	15,307,626	15,314,445	-6,820
CAPITAL TOTAL	13,685,463	13,684,598	864	16,801,243	16,800,896	347

REVENUE	Year to Date			Financial Year		
	Budget Feb-23	Spend Feb-23	Variance Feb-23	Annual Budget	Annual Forecast	Annual Variance
	£	£	£	£	£	£
PAY						
Programme Management Office	254,762	245,590	9,172	286,809	275,532	11,277
Project 6 - Service Change Team	267,233	267,232	1	291,376	291,375	1
Revenue Pay total	521,995	512,822	9,174	578,185	566,906	11,278
NON-PAY						
nVCC Project Delivery	28,227	27,336	890	30,000	30,000	0
nVCC Judicial Review	33,000	43,380	-10,380	33,000	43,380	-10,380
Programme Management Office	11,250	3,413	7,837	13,191	8,413	4,778
Project 6 - Service Change Team	9,944	244	9,700	19,624	5,246	14,378
Revenue Non-Pay Total	82,421	74,373	8,048	95,815	87,039	8,777
REVENUE TOTAL	604,416	587,194	17,222	674,000	653,945	20,055

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APPENDIX 2: TCS Programme Funding for 2022-23

Description	Funding Type	
	Capital	Revenue
Programme Management Office Commissioner's funding Trust Revenue Funding Pay Award Funding – assumed (September 2022) Pay Award Funding – reversed (November 2022)	£0m 	£0.300m £0.240m £0.060m £0.010m -£0.010m
Enabling Works OBC 2022-23 CEL from Welsh Government funding for Enabling Works FBC approved in February 2022 Virement of funds from 2022-23 to 2023-24 financial year (May 2022) Virement of funds from 2022-23 to 2023-24 financial year (August 2022) Virement of funds from 2022-23 to 2023-24 financial year (October 2022) Virement of funds to the nVCC Project (December 2022) Virement of funds from 2022-23 to 2023-24 financial year (January 2023)	£14.406m £21.813m -£1.900m -£1.472m -£3.021m -£0.305m -£0.709m	£0m
New Velindre Cancer Centre OBC 2022-23 CEL from Welsh Government funding for nVCC OBC (March 2021) Virement of funds to the nVCC Project (December 2022) Trust revenue funding from reserves	£2.394m £2.089m £0.305m 	£0.063m £0.063m
Integrated Radiotherapy Procurement Solution Trust Discretionary Capital Allocation Reduction in requirement of capital funding Reimbursement of funds back to the Trust discretionary programme	£0m £0.434m -£0.256m -£0.178m	£0m
Radiotherapy Satellite Centre No funding requested or provided for this project to date	£0m	£0m
SACT and Outreach No funding requested or provided for this project to date	£0m	£0m
Service Delivery, Transformation and Transition Commissioner's funding Trust revenue funding from reserves Pay Award Funding – assumed (September 2022)	£0m 	£0.311m £0.180m £0.131m £0.010m

Description	Funding Type	
	Capital	Revenue
Pay Award Funding – reversed (November 2022)		-£0.010m
VCC Decommissioning No funding requested or provided for this project to date	£0m	£0m
Total	£16.801m	£0.674m

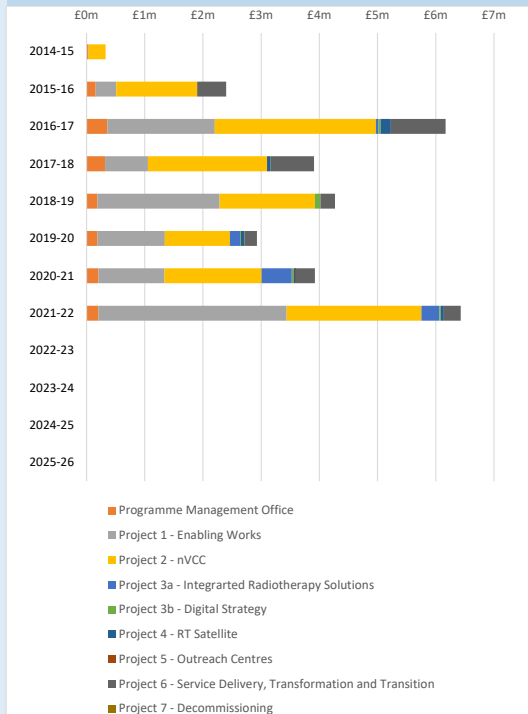
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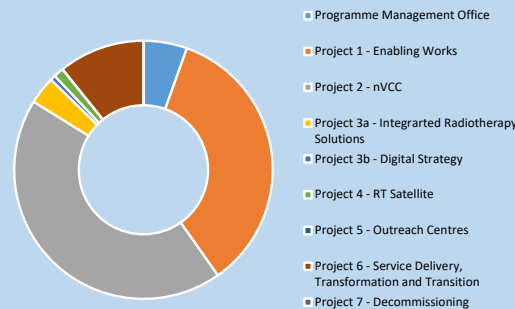
APPENDIX 3: TCS Cumulative Spend Report to 31st March 2022

SUMMARY OF CUMULATIVE TCS SPEND TO 31 MARCH 2022

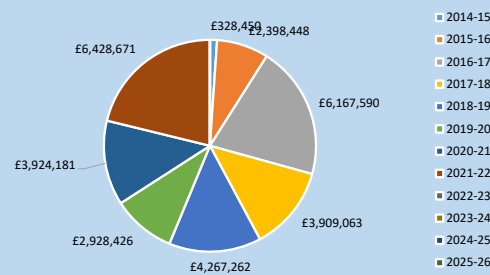
SPEND PER PROJECT PER YEAR



SPEND FOR EACH PROJECT ACROSS ALL YEARS



SPEND FOR EACH YEAR ACROSS ALL PROJECTS



TOTAL SPEND BY PROJECT TO DATE

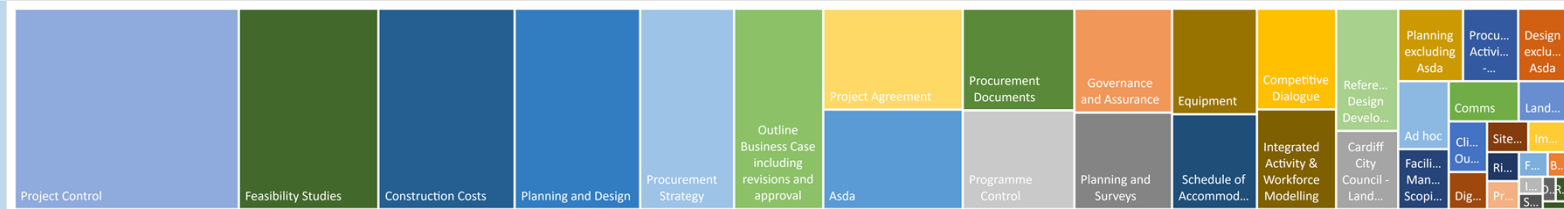
£30,352,092

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

SUPPLIERS WITH HIGHEST EXPENDITURE TO DATE

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

PROPORTIONAL SPEND FOR EACH DELIVERABLE ACROSS ALL YEARS



TCS PROGRAMME SCRUTINY SUB-COMMITTEE

TCS PROGRAMME DIRECTORS REPORT (PDR)

DATE OF MEETING	23/03/2023
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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, TCS, Senior Programme Delivery & Assurance Manager Bethan Lewis, TCS Risk Advisor & Programme Planner Cory Davies, Programme Co-ordinator
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
-----------------------	------------

COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING		
COMMITTEE OR GROUP	DATE	OUTCOME
N/A	N/A	N/A

INITIALISMS	
AOS	Acute Oncology Service
APO	Advanced Purchase Order
DCA	Delivery Confidence Assessment
EMB	Executive Management Board
EW	Enabling Works
EPSL	European Protected Species License
CCLG	Collaborative Cancer Leadership Group
DCA	Delivery Confidence Assessment
IRS	Integrated Radiotherapy Solution
FBC	Full Business Case
NRW	Natural Resources Wales
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
PDR	Programme Directors Report
PMP	Programme Master Plan
RSC	Radiotherapy Satellite Centre
SCB	Strategic Capital Board
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 South East 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 **6th December 2022 to 9th March 2023**. The extended reporting period reflects the fact that the Programme Delivery Board (PDB) has not received the Programme Directors Report in this period either due to the Christmas break or PDB's focusing solely on urgent matters relating to the Full Business Case.
- 1.3 The extended reporting period ensures all updates in this window have been captured, but also the most up to date position.

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

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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 are 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 Associate Director of Programmes and TCS Programme Director have reviewed the TCS Programme's current and predicted performance for the reporting **period the 6th December 2022 to the 9th March 2023** as such the DCA is set out below.
- 2.4 Despite Enabling Works risks reducing in preceding months and works on site commencing there remains a number of important commercial matters and approvals that are required for financial close. For known reasons, the nVCC project has not been able to meet the ambitious March date for financial close and has developed a range of work packages aimed at closing out these matters. Accordingly, it is recommended by the Programme Director and Associate Director of Programmes that the DCA should remain at Amber status, until Financial Close and FBC approval is achieved.

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Status (Trend)	Qualitative Measure	Previous Status	
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	
	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	A. Programme Scope requires review due to new pieces of work emerging i.e. the Nuffield Trust advice, Acute Oncology Services implementation.	A. The PDB have approved the Programme Stocktake and draft implementation plan. This has been further augmented into a Tranche Review and an informal briefing session has also been held with Independent Members.	A. Agreement has now been reached for the March PDB to be the last of its kind, and arrangements are in hand to migrate the PDB to Strategic Capital Board and Velindre Futures.
	B. Programme Resources require review as the Programme moves from planning into its implementation phase.	B. The PDB have approved the Programme Stocktake and draft implementation plan which included consideration of resources moving forward. This has been further augmented into a Tranche Review and an informal briefing session has also been held with Independent Members.	B. Programme resource plan to be reviewed and refreshed once the Programme Scope is agreed.

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Amber 	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	C. Several projects have been paused due to resources and/or operational pressures e.g. Project 5.	C. Programme Delivery Board to agree transition of Projects 5 & 6 to Velindre Futures as part of new Strategic Capital Board arrangements, subject to approval at Velindre Futures Programme Board & EMB and review of Programme Tranche Review findings and outcomes at Scrutiny Committee. (see also D below).	C. Project Manager for Outreach is now in post as of 30 th January 2023 and has commenced working within the Velindre Futures Programme Team. The Project Board is also being re-convened on 21 st March to restart the project.
	D. Transition to new delivery and governance arrangements within the Trust are not yet finalised e.g. the scope of Velindre Futures.	D. New delivery and governance arrangements agreed following Q5 recommendations and subsequent approval by EMB. New arrangements for a Strategic Capital Board (SCB) outlined at Oct PDB. Change controls currently being drafted.	D. An agreement has been reached to close PDB in March and to stand up the SCB from April.
	E. A range of risks have increased relating to Project 2 (nVCC) relating to commercial and planning matters required to achieve financial close	E. There has been a range of activities instigated to optimise the close out of commercial and planning matters. <ul style="list-style-type: none"> - Exec Directors given leadership responsibility for specific areas. - Mission Control Board and regular agile meetings are in place twice weekly. - Enhanced reporting (Programme to Financial Close paper) - Deep Dives have commenced in a range of specific areas, ranging from equipment to energy. - Weekly FBC meetings have been convened to oversee and track progress ahead of financial close. 	E. Land Exchange agreed with Cardiff & Vale UHB to support NRW requirements, enhanced communications with ACORN, greater clarity on energy position, and four cases of the FBC have been delivered, 1:50 designs nearing completion, pending design freeze.

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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 following activities, set out in the table below, list the milestones achieved in the latest reporting period and identifies any missed milestones or any that are imminently forecast to be missed, which require escalation.

Master Programme Milestone	Project	Date	Is this on the Critical Path?	Achieved (Y/N)	Impact on Critical Path
RSC – Contract Execution	4	12 th Jan	Y	Y	N
RSC – Kier Mobilisation Period	4	13 th Jan	Y	Y	N
nVCC Design AEDET Review	2	9 th December	N	Y	N/A
nVCC FBC Approval Velindre (4 Cases excluding Commercial case)	2	31 st Jan	Y	Y	Y
nVCC FBC (4 Cases) issued to WG & Commissioners	2	8 th Feb	Y	Y	N
EW Revised Emergency Access Planning Application Determination	1	2 nd Feb	Y	Y	Y
Approval for Temporary Electrical Installation to the site	1	31 st Jan	Y	Y	N
Asda Phase 1 construction commencement	1	Early Jan	Y	N	N/A
Bridge Abutments excavation completion	1	End of Jan	N	Y	N/A
RSC – Construction	4	16 th January	Y	Y	Y

Master Programme Milestone	Project	Date	Is this on the Critical Path?	Achieved (Y/N)	Impact on Critical Path
Strategic Capital Board commences	Programme	12th Jan 13 th April	N	N	N/A
PROW determination following consultation period	1	End Feb 17 th March	Y	N	N
Water Main options appraisal	1/2	15 th Feb	N	Y	N/A
FRC Abutment completion	1	22 nd Feb	N	Y	N/A
Whitchurch Residents regular Engagement Sessions	1/2	23 rd Feb	N	Y	N/A
WG Approval of FBC	2	28 th Feb	Y	N	Y
RECO Wall Installation	1	3rd March 13 th March	N	N	N/A
Abutment completion	1	6 th March	Y	N	Y
Independent Tester Successful Bidder	2	6 th March	N	Y	N/A
Planning Committee – Reserved Matters	2	16 th March	Y	Y	N
Financial Close	2	20 th March	Y	N	Y

Key:

Red	Missed date, with no revised date for delivery
Amber	Missed date, but with revised date for delivery
Green	Delivered on time

Key Milestone Summary:

PROW determination – 13th March deadline has been given to the individual who has submitted an objection to confirm whether they will be revoking their objection or not. After this time the determination of diversion of the PROW can be finalised.

The North Lower RECO Wall, as part of Enabling Works phasing, is to be completed by 13th March.

There are delays with the south abutment ballast wall due to Walters' supplier issues. The updated completion date is unknown at time of reporting.

c) **TCS Programme Performance**

Programme Performance Areas to Highlight:

FBC Delivery and Ongoing work

Four cases (Strategic, Economic, Financial and Management) of the Full Business Case (FBC) for the nVCC were delivered on time and approved by Trust Board at the end of January 2023. They were subsequently issued to the Trust's Commissioners and Government so that the scrutiny / approval process could commence.

The commercial case could not be finalised as there are a range of commercial matters still to be finalised that could impact on time and price. These are matters (such as, energy, planning and environmental matters, equipment phasing etc), have prevented financial close being achieved as of the end of March 2023. It was felt that issuing the FBC now would allow for an initial scrutiny response from WG and give the commissioners the ability to approve their revenue input, as this is largely insulated from the commercial matters. A refresh of the FBC is likely once the commercial / planning matters have been concluded.

A weekly FBC meeting to agree actions and monitor progress has been established and remains well attended.

Activities to support Financial Close (FC)

As a result of the need to reach FC as quickly as possible there have been a number of arrangements put in place to support this, these are as follows:

- (i) Executive leadership – Executive colleagues have been aligned to areas of work relating to financial close to provide additional support and a path of escalation.
- (ii) A bi-weekly 'Mission Control' has been set up to co-ordinate and prioritise the activities needed to achieve an optimum and timely FC. This is supported by Executive colleagues and project management support.
- (iii) Specific reviews have been commissioned in a number of key areas as part of a task and finish approach to closing out the outstanding commercial matters. These are:
 - Energy
 - Equipment (Group 2c/5c contractual arrangements; MIM/IRS interface)
 - Construction Programme
 - Phasing and Commissioning Programme
 - Functional areas/Sensitivity Analysis/Thresholds
 - Enabling Works (access; utilities; site preparation; TCAR;
 - Advanced Works
 - Digital
 - Lifecycle
- (iv) FBC weekly meeting as described above.

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Project 5 Outreach Resourcing

Project 5 documentation was shared with the Velindre Futures Programme to aid preparation for the Project to transfer from the TCS Programme to Velindre Futures.

A Project Manager commenced in post within the Velindre Futures PMO on the 30th January. A “Stocktake” was undertaken prior to 30th January by TCS Senior Project Manager to review the baseline for the project when it was put on hold and whether the existing project arrangements were still fit for purpose. Following this review of the Project Brief and Project Board Terms of Reference, the Outreach Project Board will be reconvened on 21st March and the project re-established.

Project 4 Radiotherapy Satellite Centre (RSC)

Construction has now commenced on site 16th January 2023 and remains on plan.

Project 6 Service Delivery, Transformation & Transition

Project 6 (Service Delivery, Transformation & Transition) formally remains on hold, however an initial scoping meeting took place on 14th November to convene an initial project team to understand the requirements of this critical piece of work. It is imperative that this work continues at pace considering the progression of the nVCC Project. Transition planning has also been raised by the WG Scrutiny process as of critical importance and requires further detailed planning to be undertaken.

Programme Tranche Review & Implementation Plan

The Programme Tranche Review Paper has been completed and Implementation Plan drafted by the PMO. Informal briefing with IMs has taken place, awaiting mandate to proceed to full implementation (date TBC). In parallel, work is well underway to transition to the new Strategic Capital Board (SCB) governance arrangements with anticipated commencement from April 2023.

Comms and Engagement

Please see the separate Communications and Engagement Report for additional information.

- 2.5 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	As part of the refresh of the nVCC Full Business Case a review of alignment of local, regional and national strategies was undertaken. There were no issues identified during horizon scanning.	The quarterly review of strategic alignment was undertaken in March 2023 and no material change/reason for misalignment are known. Next review in June 2023.	June 2023

			The CCLG is also refreshing its regional governance arrangements and work Programme to ensure a strategically aligned approach across the region (see section d) below).	CCLG regional approach received at CCLG meeting on 18 th Nov, to be revised following comments during the meeting and further engagement with stakeholders.	
Programme Scope (Reviewed Quarterly)	Amber (↔)	R360	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 South-East Wales e.g. Nuffield Trust Report Recommendations, Acute Oncology Service, work being undertaken within Velindre Futures.	The recommendations in the final draft TCS Programme Tranche Review Implementation Plan (awaiting approval) are required to be delivered to ascertain the future scope of both the TCS and Velindre Future Programmes.	April 2023
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	The TCS Programme has well established governance arrangements with a TCS Programme Delivery Board and TCS Programme Scrutiny Sub Committee. However, some of the Projects still remain on hold.	See mitigating actions for risk ID R360 (Projects 'on hold'), I061 (Outreach not resourced) At the last Programme Delivery Board, a decision was made to stand up the new governance arrangements from April 2023 subject to final agreement at EMB. A change control document outlining the process of handover and new arrangements has been completed.	April 2023
Progress against Programme Plan (Reviewed Monthly)	Amber (↔)	R319 R206	The Programme is currently performing to its approved plan for projects 2, 3a and 4. Project 1 has experienced a range of risks and issues which have impacted upon their project plan to financial close and construction timeline. 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. Projects 5 and 6 remain on hold.	Risk Advisor reviewing risks with EW/nVCC Project at regular intervals. See mitigating actions for risk ID R319, R206. Actions from the Programme Tranche Review to be addressed by January 2023.	Regularly monitored

Processes for Managing Risks and Issues <i>(Reviewed Monthly)</i>	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 methodologies 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>	<p>Programme & Project Risks & Issues procedure currently being reviewed as part of the Programme governance arrangements to ensure a consistent approach and continued alignment to Corporate Trust Risk Policy.</p>	April 2023
Benefits <i>(Reviewed Quarterly in Tranche 2)</i>	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. One member of the PMO team has recently attended a management of benefits course. The programme benefits register was reviewed as part of the nVCC Full Business Case development.</p>	<p>Benefits Realisation training for Programme staff has been booked.</p> <p>Benefits Realisation Plan has been reviewed with no changes.</p>	<p>As per Benefits Realisation Plans within Programme and project business cases</p>

d) **External Programme Stakeholder Communication & Engagement**

The SE Wales Collaborative Cancer Leadership Group (CCLG)

In agreement with the CCLG Chair CEO, Cardiff & Vale UHB, and fellow SE Wales CEO colleagues, it was agreed to postpone the next meeting of the CCLG, originally due to be held on 7th March 2023. This is to allow sufficient time to work through the future role of the CCLG alongside the new SE Wales regional planning mechanisms which have been established to oversee a regional programme of work consisting of diagnostics, orthopaedics, ophthalmology, and stroke services.

Chief Executives have agreed that there is merit in exploring the possibility of including cancer services within this forum in order to avoid duplication and to capitalise on an existing regional governance structure with the appropriate membership and autonomy.

Initial discussions are being held between the SE Wales Regional Programme Director, Jonathan Watts, and the SE Wales Directors of Planning on 21st March to explore this option further.

Communications

There has been increased engagement with the Trust's commissioners prior to, and after the issue of the four cases of the FBC. There have been discussions at the Collaborative Cancer Leadership Group, the Collective Commissioning Group, a specially convened Directors of Planning and Directors of Finance group, as well as 1-to-1 discussions.

The TCS Communications Team are developing a series of 6 short videos which will be shared with stakeholders to articulate some of the key developments in the Programme. One video will focus on the regional approach with SE Wales and highlight some of the wider developments, such as the RSC, Outreach, AOS and CCLG which are progressing in SE Wales.

The TCS Programme Director continues to meet regularly with Local MS & MPs.

Other Engagement

The Associate Director of Programmes and wider programme team met with DCHW colleagues to share experiences / ideas relating to the implementation of a portfolio office. There was a great deal of commonality in thinking. Two members of PMO staff have attended M_o_P and P30 training to support the proposed new ways of working recommended by Q5.

e) Change Controls or Exception Reports in previous reporting period

Ref	Change Control(s)	Exception Report(s)	Description
CR33	1	0	Transition of ownership of project 3a IRS, from TCS to VF
CR34	1	0	Transition of ownership of project 4 RSC, from TCS to VF
CR35	1	0	Transition of ownership of project 5 Outreach, from TCS to VF
CR36	1	0	Transition of ownership of project 6 Service Delivery and Transition, from TCS to VF

f) Programme Benefits Realisation

2.6 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).

2.7 The Programme is now transitioning (subject to approval) into the implementation phase, and this will allow the anticipated benefits to start to be realised.

2.8 Project and Programme Co-ordinator, has recently attended a Managing Benefits course which is accredited by APMG. Following attending this course Cory has completed a Benefits Management Review and recommended actions to improve the Managing of Programme Benefits. These recommendations are being discussed as a Programme Team and a way forward is being planned.

2.9 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:

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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	✓	✓	✓	In implementation stage
Project 2 - nVCC		✓	✓	Still in planning stage
Project 3a - IRS		✓	✓	In implementation stage being Implemented by VF
Project 4 - RSC		ABUHB	✓	Still in planning stage
Project 5 - Outreach		✓		Still in planning stage
Project 6 - Service Delivery		✓		Still in planning stage
Project 7 - Site Decommissioning	✓	✓		Still in planning stage

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g) Project Status

2.10 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	Amber	Green	Green	Green	Amber ↔	<i>The process for Managing Advisor contract/spend is being reviewed in discussions with the Director of Finance. Ongoing advisor spend information will be reported to the Project Board and Strategic Capital Board from April 2023.</i> <i>A report requesting retrospective approvals for spend is also being considered at the PDB in March 2023.</i>	N/A
Project 2 – nVCC	David Powell	Amber	Amber	Green	Green	Amber	Amber ↔	<i>The process for Managing Advisor contract/spend is being reviewed in discussions with the Director of Finance. Ongoing advisor spend information will be reported to the Project Board and Strategic Capital Board from April 2023.</i> <i>A report requesting retrospective approvals for spend is also being considered at the PDB in March 2023.</i>	N/A
Project 3a – IRS Implementation	Huw Llewellyn	Green	Green	Green	Green	Green	Green ↔	<i>First halcyon linac has been installed in the refurbished bunker in VCC</i>	N/A
Project 4 – RSC	Andrea Hague	Green	Green	Green	Green	Green	Green ↔	<i>No actions identified on Highlight Report</i>	N/A
Project 5 – Outreach	Cath O'Brien	Not known					Paused: No current rating ↔	<i>This project has moved to VF and due to be reinstated in March 2023 and will be reported in the next cycle.</i>	March 2023

	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 ↔	Change control approved at last Programme Delivery Board meeting to transfer this project to Velindre Futures Programme, subject to Velindre Futures accepting transfer and final sign-off by EMB.	March 2023
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

- 2.11 The Programme Master Plan sets out the key activities and milestones across the Projects and Programme allowing for greater understanding of the various dependencies and is reviewed monthly to ensure ongoing ownership and management of the milestones and dependencies. The Master Plan can be seen in Appendix B to this report.
- 2.12 The key dependencies on the Programme Master Plan which are currently a focus for priority, risk and issues management are set out in the table overleaf:

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Summary of Dependencies & Associated Risks

Key Milestone	Description of Dependency	Linked Risk / Issue ID	Comment	Status (RAG)
Project 1 EW – Asda Construction	Should the Asda Enabling Works not complete on time, the impact would be that the Northern Access would not be available for the nVCC construction and as such could lead to the extension in overall construction time of the nVCC and potential impact on Project and Programme milestones including completion of construction, commissioning of equipment and overall opening date to patients. The Northern Access not being available is currently looking to be the likely scenario owing to a number of ongoing challenges	R206 / R369 / I063	Based on the Risks and Issues assessment and progress / status of the mitigating actions and controls it is currently expected that the likelihood of this scenario becoming apparent is 'Likely' and the impact rating will remain 'Moderate' owing to the time of the delay incurred. The status of this will continue to be closely monitored through the Risk and Issues Management process and ongoing review of the Project & Programme Plans and Dependencies.	
Project 1 EW – Velindre EW Main Contract Webber, Liane 22/03/2023 11:59:17	There are a number of elements to the Velindre Enabling Works, all of which lead to the site being prepared and accessible for the construction of the nVCC. Should the Velindre Enabling Works not complete on time, the impact would be that the access & facilities would not be available for MiM construction and as such could lead to the extension in overall construction time and potentially ultimate completion and opening of the nVCC and wider Programme activity including the IRS Implementation.	R395 / I062 / R400 / R401 / R402 / R403	Given that the Northern Access completion is now estimated to be at a 6 month delay, potentially causing extended timescales and revised phasing plans for the MIM construction; the importance of the TCAR 2 being completed and available becomes more necessary in order to allow works to commence and to keep the Project and Programme on track to meet its key milestones. Any delays to starting on site could ultimately lead to a number of programme dependencies being impacted. Based on the current status of the challenges being faced it is currently expected that the likelihood of this scenario becoming apparent is 'Likely' and the impact rating will be 'Moderate', particularly in relation to the Northern Access.	

Project 1/ 2 – Planning Matters	The importance of the Planning matters being resolved for the nVCC Project to progress would mean that if they are not resolved the impact would be felt across the TCS Programme, impacting several dependencies including construction of the nVCC and therefore ultimately the planned opening date and planned workforce, digital and equipment dependencies and deliverables and the IRS implementation. Worst case would see the need for re-design of nVCC scheme leading to major delays and likely cost increases.	I086 / I066 / R357 / R399	Based on the latest status regarding the outstanding Planning matters and the impact that would be seen if they are not resolved the likelihood of the planning matters not being resolved would currently be 'Possible' and the impact would be 'Major'. Owing to these matters being of significant importance over the coming weeks the risks and issues associated will be closely monitored and reviewed.	
Project 1 / 2 – Habitat Management Matters	Whilst the initial impact of the habitat management matters would see an impact to the construction timeline for the nVCC, if this was to lead to a more significant delay then further impacts could be seen across a number of Programme dependencies including start and completion of construction of the nVCC and associated activity including the commissioning and implementation of the IRS Linacs, installation of Digital solutions, Equipment and workforce timelines.	R347 / R399	Whilst there remains uncertainty around the solutions to the habitat management matters, particularly the need for the EPSL which is required from the NRW and is reliant on the reserved matters receiving planning approval prior, the current likelihood of this dependency scenario will be 'Likely', the current impact would be 'Moderate' but will require close monitoring if delays become increasingly likely and adequate mitigating controls are not in place.	
Project 2 – nVCC Financial Close Webber, Liane 22/03/2023 11:59:17	If Financial Close and all of the key deliverables associated with achieving this are not completed by the end of March 23 there are a number of dependencies across the TCS Programme which could be impacted including commencement and completion of nVCC construction, IRS implementation, digital & equipment installations and ultimately objectives of the TCS Programme	R391 / R384 / R376 / R396 / I066	Currently there remains a number of challenging deliverables needed in order to meet the requirements for the Financial Close deadline in March, namely the submission and sign-off of the FBC and resolution of Planning matters and as such makes the likelihood of this scenario will be 'Likely' or 'Probable'. The impacts associated if this scenario becomes apparent would see a delay to the nVCC of at least 6 months with further downstream delays (Linac commissioning, digital and equipment installations, nVCC opening) all being jeopardised and uncertain.	

2.13 Programme Risks (6th December 2022 to 9th March 2023)

- 2.14 As part of the monthly reporting cycle for Programme Delivery Board and TCS Scrutiny Sub-Committee there is a Risks and Issues Management process that is followed and is set out below. Monitoring and updating of risks and issues is also dealt with on a day-to-day basis with the Risks and Issues Registers being live documents.

Risk / Issue Process	Completed by
Review of Risk Register undertaken by Risk Advisor	BL – Risk Advisor
Risks sorted and Risk Owners asked to review and update by deadline	BL – Risk Advisor
Updated Project Risk Registers received from Risk Owners and/or meeting held with Risk Owners and Risk Advisor to review and update	BL – Risk Advisor and Risk Owners
Programme Risk & Issues Register Updated	BL – Risk Advisor
Change Log Updated	BL – Risk Advisor
Datix Updated	BL – Risk Advisor
Data & updates from Projects & Risk Owners analysed and input into PDR where required (also check back with Risk Owners for clarification where required)	BL – Risk Advisor
Extract report from Datix for Risk appendices	BL – Risk Advisor
Complete manual updates to Risk and Issues appendices to ensure requirements and accuracy met for PDB & PSSC	BL – Risk Advisor
Check of Risk & Issues appendices to ensure all data is accurate as per reporting period timescale	BL – Risk Advisor

- 2.15 A risk checklist has been developed to ensure that the Risk and Issues Management process is being adhered to and to provide QA for accurate monthly reporting. The checklist can be found in Appendix C to this report.
- 2.16 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	28	→ 5			
4. Major					
3. Moderate		59	→ 61		
2. Minor			19	→ 30	
1. Insignificant				1	→ 11

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

	New	Closed	Escalated	De-escalated	Transferred	Total changed risks / Issues
Risks	12	10	5	9	n/a	36
Issues	4	6	0	2	n/a	12

2.18 All risks requiring *escalation* on Datix in accordance with the Trust Risk Management Framework can be found in Appendix B to this report (i.e., current rating '15' and above).

2.19 Please note that in accordance with the updated Corporate Risk Appetite Framework and the Risk Domains levels associated with the Programme and Project Risks this appendix will continue to show risks with a current rating score of '12' and above for programme level *reporting*.

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2.20 There have been two new risks with a rating of 12 and above across the programme and projects during this reporting period.

ID	Description of Risk	Risk Owner	Direction of Travel	Current Rating	Comment	Mitigations on Track (Y/N)	Next Action Due Date
R404	Final Equipment Specification Deadline There is a risk of delay to the nVCC Project due to missing final specification deadlines / not selecting suppliers in time, leading to a delay in the nVCC project and a potential compensation event	Andrea Hague	NEW	Likelihood 3 Impact 4 Overall 12	1) Monitoring against project plans Ongoing 2) Development of sub programme and leads Ongoing 3) Ongoing dialogue with Project Co Ongoing	Y	03/04/23
R400	Utilities - delivery (ELECTRICITY) There is a risk that Utility Company (National Grid) will not deliver a solution to the edge of site in advance of Financial Close with the result of time or cost implications.	Dawn Cudlip	NEW	Likelihood 3 Impact 4 Overall 12	<i>Previous general utilities risk closed (R136). New individual electricity risk opened.</i> 1. Initial programme for a full HV supply will not meet the timeline requirements of Financial Close. 2. Change Control Notice (CCN) is approved for an interim LV supply to be complete to FC. Programme to be confirmed by National Grid. Ongoing 3. Programme development in conjunction with CC highways disruption and reconstruction requirements. Ongoing 4. Routing plan to be agreed with C&V, including all other affected stakeholders (such as Whitchurch AFC). Ongoing	Y	27/03/23

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

a. The key milestones expected in the next 3 months (March - May) are:

Milestone	Project	Date	Critical Path
March 2023			
Water Main Diversion Strategy sign-off	1	24 th March	Y
RECO Wall installations completed levels 8 & 9	1	14 th March	N
EPSL application	1/2	17 th March	Y
April 2023			
Temporary Electrical installation	1	17 th April	Y
Gateway Review 3	2	19 th April	Y
nVCC FBC – Health Boards Letters of Support	2	w/c 3 rd April	Y
May 2023			
Velindre Trust Board Sign-off (5 Cases)	2	w/c 1 st May	Y
Issue FBC to WG	2	w/c 8 th May	Y
Temporary Electrical Installation Completed	1	27 th May	Y

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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.

j) RECOMMENDATION

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

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Annex 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*)

Appendix C – Risk & Issues Checklist (*see separate document*)

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ID	Risk Opened	Division	Project	Risk Owner	Exec Owner	Risk Description	Last Reviewed	Mitigation / Action Plan	Action Status	Likelihood (Current)	Impact (Current)	Risk Rating (Current)	Direction of Travel	Next Review Date	Target Risk Rating	Is the Risk Private & Confidential
R268	17-Jan-20	Transforming Cancer Services	4. Radiotherapy Satellite Centre	Andrea Hague	Carl James	There is a risk that as the IRS Implementation Project needs to be phased in parallel with RSC Project, due to overlapping timeframes and interdependencies resulting in the potential for the RSC to miss the opportunity to install and commission the Linacs, impacting ability to open to expected timescales.	08-Mar-23	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) IRS Implementation Plan to include the RSC phasing & commissioning	1) There is consistent membership sits on both project boards to provide oversight on progress across both. IRS Implementation has also been shared with the TCS Project Team. Complete 2) Meeting held between VUNHST and successful IRS supplier to finalise design requirements. Complete 3) Supplier has been identified and is now working with the RSC construction supplier and finalising design requirements and ongoing discussions regarding project timescales to keep on track of original timeline. 4) RSC is included in phase 2 of the IRS implementation plan and will continue to be monitored	3	4	12	Stable/No Movement	31-Mar-23	4	No
R273	30-Jun-20	Transforming Cancer Services	5. SACT and Outreach	Nicola Williams	Cath O'Brien	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.	07-Mar-23	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.	1) Re-modelling work undertaken as part of the Tranche review has indicated that should Outreach not progress in a timely manner the new nVCC has sufficient capacity to deliver services centrally, this will be contrary to the Trust Clinical Model outlined in the PBC but provides level of assurance regarding future treatment capacity if Outreach is delayed. 2) Paper will be taken to Project Board and Programme Delivery Board	3	4	12	Stable/No Movement	03-Apr-23	6	No
R279	08-Jul-20	Transforming Cancer Services	8. Programme	Lauren Fear	Lauren Fear	There is a risk that there is a lack of TCS Programme wide communications plan resulting in the objectives of projects and interdependent links are not communicated effectively and the wider networked clinical model not understood.	06-Sep-22	1) Revise TCS website 2) Strengthen team 3) Improve intranet presence 4) Improvements to the link between Programme Governance and Comms 5) review programme communications and engagement plan 6) alignment between Velindre Futures and TCS communications outputs	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.	4	3	12	Stable/No Movement	31-Mar-23	4	No
R281	08-Jul-20	Transforming Cancer Services	8. Programme	Carl James	Carl James	There is a risk of changing political support for the Programme on a Local and National level resulting in potential delays to legal/regulatory approvals.	09-Mar-23	1) PMO team continue to monitor and engage as part of development of programme wide comms	1) There has been significant engagement via CCLG, CCG, DoP's and DoF's relating to the approval of the nVCC FBC by commissioners Key decision points on FBC have been completed (IRS and RSC went to IIB in Sept 22 and were approved in Nov / Dec 22) nVCC FBC due to be completed (dec 22 -march 2023); these will firm up political support (if approved) and the risk will then reduce significantly	3	4	12	Risk Increasing	31-Mar-23	8	No
R296	05-Oct-20	Transforming Cancer Services	8. Programme	Steve Ham	Carl James	Risk that there is a lack of funding in place / allocated to deliver the projects and programme Causes - WG decide not to fund all/part costs / WG does no have sufficient funding to meet the needs of the programme/projects / Commissioners unable to support revenue requests partially or fully. / Political / Government priority changes re capital funding of key infrastructure projects / Uncertainty from Brexit in regards to key aspects of programme activity (procurement, supply chain , MIM) / Increase in costs stemming from uncertainly caused by Brexit. Consequences - Increased costs for Projects / Programme / Reduction in available funds leading to the need to review & realign intended outcomes / deliverables / Delays to programme timescales / Full programme benefits not realised / only partial benefits realised / Early programme closure / full objectives and aims not delivered / Impact across wider organisation of not being able to undertake other high risk capital scheme / Loss of staff and knowledge base	09-Mar-23	1) Established Programme Governance with agreed forecasted costs for the programme and each project 2) Agreed funding sources and streams with WG and Commissioners 3) WG have provided funding commitment to funding of key infrastructure projects 4) Robust procurement process in place (NWSSP and other expert advice) to ensure best value from any awarded contracts 5) Agreed financial management and cost control arrangements in place 6) Issuing up to date forecast costs to WG to enable medium term capital planning at WG level 7) Briefing WG Director General and Programme Sponsor well in advance 8) Engaging commissioners in IMTP planning 21-22 regarding revenue requirements s for programme	1) Complete 2) Complete 3) Complete 4) Ongoing 5) Complete 6) Ongoing 7) Complete 8) Complete - Commissioner support for revenue funding. In addition OBCs for Projects 1,2 & 4 have been approved. FBC for IRS & RSC have been approved FBC for nVCC expected to be submitted & reviewed Dec 22 - March 23	3	4	12	Risk Increasing	31-Mar-23	4	No

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R297	05-Oct-20	Transforming Cancer Services	8. Programme	Sarah Morley	Sarah Morley	<p>Risk that there will be inadequate and / or insufficient workforce capability and capacity to meet the needs of the TCS Programme outputs.</p> <p>Causes - Workforce supply not available in required professionals groups or with required skills / Requirements for workforce capacity and capability no longer accurate.</p> <p>Consequences - Inadequate staffing of Velindre facilities across the SE Wales region / Impact on providing treatment and care to patients</p>	03-Feb-23	<p>1) Service planning is sufficiently developed to facilitate effective workforce planning techniques to be applied</p> <p>2)Ensuring each project has clear and well developed workforce plans which are predicated on clear service plans</p> <p>3) Clarity of expectations for workforce team involvement</p> <p>4) Clarity of Role & Responsibility for Workforce planning input team in relation to Project & Programme need</p> <p>5) Workforce team to support service to ensure the right people are available and allocated to support</p>	<p>1) Shape and Supply of the Workforce Document is being developed which will encompass baseline review of the workforce. This will then feed into service workforce plans.</p> <p>2) Approach to workforce planning within Velindre Futures Programme is being developed with no final infrastructure in place as of January 2023.</p> <p>3) Workforce planning Project Manager is working with managers to support development of plans. Workforce planning toolkit and methodology in place, All Wales Workforce Planning Principles adopted by the Trust in September 2022.</p> <p>4) WOD Team interface with workforce planning elements of VF will be via revised Workforce Development Manager Role from April 2023.</p> <p>5) Trust Attraction and Retention Project underway to support current and future workforce supply and shape challenges.</p>	3	4	12	Stable/No Movement	01-Apr-23	2	No
R298	05-Oct-20	Transforming Cancer Services	8. Programme	Lauren Fear	Lauren Fear	<p>Risk that key decision makers and non-clinical stakeholders including the local community and patients from across the region publicly oppose TCS clinical model.</p> <p>Causes:</p> <ul style="list-style-type: none">- 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 <p>Consequences:</p> <ul style="list-style-type: none">- WG and elected representatives do not support key decisions- reputational damage for Velindre Trust as an organisation- increased Senedd/Council acvitiy opposing plans e.g. written/oral quetsion, Petitions, committee activity etc- delays to programme and project progress- failure to deliver some/all of programme benefits- external negativity impacting on staff morale	06-Sep-22	<p>1) Communications / stakeholder engagement plan ongoing</p> <p>2) Established digital channels including dedicated web and social presence for TCS Programme</p> <p>3) Local stakeholder engagement plan for duration of TCS programme</p> <p>4) Newsletters and leaflet drops systems up and running locally and for subscribers</p> <p>5) Ongoing engagement with local elected members (local and regional MS, MP, Councillors)</p> <p>6) Ongoing engagement with local residents and community groups</p> <p>7) ongoing engagement with Asda and Cardiff Council</p> <p>8) Monthly meeting with WG Head of Capital and Director General.</p> <p>9) Established protocol and systems for management of correspondence.</p>	<p>1) ongoing - plans are in place and being implemented working with both nVCC & RSC Project teams and Project Boards</p> <p>2) Review of digital channels underway with emphasis on updated FAQ and mythbusting information about VCC and the project deadline end of September 2022.</p> <p>3) Programme of regular engagement with local stakeholders being implemented and ongoing.</p> <p>4) contractor to be in place before end of September 2022</p> <p>5) Ongoing programme of local MS MP, Cllrs. Ad hoc programme of regional MS MP visits.</p> <p>6) New drop-in engagement programme to commence from mid-Sept 2022</p> <p>7) Monthly meeting with Asda team and ongoing dialogue with CC</p> <p>8) meetings with WG Head of Capital and Director General - ongoing</p>	4	3	12	Stable/No Movement	31-Mar-23	4	No
R329	10-May-21	Transforming Cancer Services	5. SACT and Outreach	Nicola Williams	Cath O'Brien	<p>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</p>	07-Mar-23	<p>1) Identify location</p> <p>2) Identify refurb / new build required</p> <p>3) Establish level of local engagement with CHCs/public required</p> <p>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</p> <p>5) Establishment of ownership and governance of Project within TCS/VF environment</p>	<p>1) Ongoing - ABUHB have confirmed 1 location at Nevill Hall. C&V and CT still ongoing for the Vale & Bridgend populations. North Cwm Taf have confirmed 1 location at Prince Charles</p> <p>2) Ongoing</p> <p>3) TBC</p> <p>4) TBC</p> <p>5) TBC</p>	3	4	12	Stable/No Movement	31-Mar-23	9	No
R347	08-Oct-21	Transforming Cancer Services	2. nVCC	Phil Morgan	David Powell	<p>EPSL for MIM</p> <p>There is a risk the EPSL requirements of the license will require the MIM contractor to be appointed and planning permission approved before it is granted, leading to a delay in construction, which may be exacerbated by seasonal ecological windows.</p>	06-Mar-23	<p>1. Start application for EPSL in "shadow/ghost" form to try and avoid any delays.</p> <p>2. Engage with NRW to agree approach</p> <p>3. MIM Contractor now appointed (Acorn), dialogue in progress with NRW</p> <p>4. Need land mitigation agreement with Cardiff & Vale UHB.</p>	<p>1. WSP working on shadow EPSL, information has been provided to NRW to support the application. Complete</p> <p>2. Initial meeting with NRW held in August 2022. They are open to assisting with the EPSL application and discussions will continue. Complete</p> <p>3. Acorn held further meeting with NRW in October 2022 and are updating some of their documents on the basis of that meeting. Acorn revised their GIMS/CEMP (submitted to CC on 09/02) and site plan, awaiting comments /feedback which may delay approval. Cardiff Council to discuss with NRW, feedback received from NRW Ongoing</p> <p>4. Draft is in progress in readiness for final signature Ongoing</p>	4	3	12	Stable/No Movement	03-Apr-23	0	No
R367	01-Jun-22	Transforming Cancer Services	4. Radiotherapy Satellite Centre	Andrea Hague	Carl James	<p>There is a risk that delays to the RSC could lead to current VCC not being able to meet it's clinical demand and therefore need to consider replacing additional Linacs at current VCC.</p>	08-Mar-23	<p>1) Current operational capacity conversations in regards to temporary bunkers remains ongoing to ensure service can meet demand</p> <p>2) Discussions with other providers to explore temporary increased capacity</p> <p>3) Monitoring of Project Plans with Project team to ensure timelines are met and anticipate and mitigate any delays</p>	<p>1) Ongoing discussions between Project and Operational teams</p> <p>2) Discussions held, but limited capacity available</p> <p>3) Project Plans reviewed and scrutinised between VUHNHST, ABUHB and Contractor at Project Team meetings and Project Board</p>	3	4	12	Stable/No Movement	31-Mar-23	8	No
R382	30-Aug-22	Transforming Cancer Services	2. nVCC	Ian Taylor	David Powell	<p>Digital Capacity</p> <p>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.</p>	02-Mar-23	<p>1. Map out the requirements/activity required to deliver the successful participant's proposals and if necessary undertake recruitment and acquire external resource.</p> <p>2. Present findings and discuss at nVCC digital board</p> <p>3. Prioritise work areas and agree extended timelines for products and services that do not need to be available from 'day one'.</p> <p>4. Alternatively to point 3, agree products and service that are not required.</p>	<p>1. Ongoing</p> <p>2. Not started</p> <p>3. Undertake if required</p> <p>4. Undertake if required</p>	3	4	12	Stable/No Movement	03-Apr-23	6	No

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R394	04-May-22	Transforming Cancer Services	8. Programme	Jacinta Abraham	Jacinta Abraham	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	07-Mar-23	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	1) Methods established within project and programme communications plans. 2) Opportuniei embedded in design project for nVCC and IRS. 3) Being pursued by senior clinical leadreship teams. 4) being pursued by senior VUNHST staff 5) plan to be developed by end of Q2 2022.	3	4	12	Stable/No Movement	31-Mar-23	3	No
R400	03-Feb-23	Transforming Cancer Services	1. Enabling works for nVCC	Dawn Cudlip	David Powell	Utilities - delivery (ELECTRICITY) There is a risk that Utility Company (National Grid) will not deliver a solution to the edge of site in advance of Financial Close with the result of time or cost implications.	27-Feb-23	1. A dedicated strategy meeting on Electrical installation provision and timescales is required in May 2022. Risk to be updated at that time in line with the detailed quotations and scope of work received. 2. A temporary LV supply is being progressed which will allow sufficient supply capacity for the construction of the nVCC. 3. Running parallel with the LV supply, the 12-18 month full HV supply programme to be developed. 4. Land approvals/licences to construct the infrastructure route to be in place with landowners	1. Initial programme for a full HV supply will not meet the timeline requirements of Financial Close. 2. CCN is approved for an interim LV supply to be complete to FC. Programme to be confirmed by National Grid. Ongoing 3. Programme development in conjunction with CC highways disruption and reconstruction requirements. Ongoing 4. Routing plan to be agreed with C&V, including all other affected stakeholders (such as Whitchurch AFC). Ongoing	3	4	12	Stable/No Movement	27-Mar-23	4	No
R404	03-Feb-23	Transforming Cancer Services	2. nVCC	Andrea Hague	David Powell	Category 1a There is a risk of delay to the nVCC Project due to missing final specification deadlines / not selecting suppliers in time, leading to a delay in the nVCC project and a potential compensation event	08-Mar-23	1) Monitoring against Programme 2) Development of sub programme and charging leads 3) Ongoing dialogue with Project Co	1) Ongoing 2) Ongoing 3) Ongoing	3	4	12	Stable/No Movement	03-Apr-23	4	No

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Item	Yes / No (Further Comment)	Checked by:	QA by:
All Risks / Issues have an Owner	Yes	BL	GB
All Risk / Issues Descriptions are clearly written	Yes	BL	GB
All Mitigations / Actions have an Owner	Yes	BL	GB
All Mitigations / Actions are clearly written (SMART)	Yes	BL	GB
All Risks / Issues have been reviewed and updated by Owners	No - R298 / R394 / R279 / R295 not been reviewed and updated as unable to schedule time to complete this with Risk Owners or no response from Risk Owners following request to review and update. Review of Owners of these risks is required to ensure still the relevant owners to receive updates from.	BL	GB
All Risks / Issues have correct Next Review Date / Next Action Due Date	No - as above	BL	GB
All Risks / issues have been correctly recorded as Private & Confidential	Yes	BL	GB



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Velindre University
NHS Trust

TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE

Radiotherapy Satellite Unit (RSC) project update

DATE OF MEETING

23rd March 2023

PUBLIC OR PRIVATE REPORT

Public

IF PRIVATE PLEASE INDICATE REASON

NOT APPLICABLE - PUBLIC REPORT

REPORT PURPOSE

INFORMATION / NOTING

IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?

NO

PREPARED BY

Andrea Hague, Director of Service Transformation and
Kathy Ikin, Head of Radiation Services, VCC

PRESENTED BY

Andrea Hague, Director of Service Transformation

APPROVED BY

Carl James, Executive Director of Strategic Transformation, Planning and Digital

EXECUTIVE SUMMARY

This report provides an update to the committee on the Radiotherapy Satellite Project.

RECOMMENDATION / ACTIONS

The committee is asked to note the progress with the Radiotherapy Satellite Centre project.

GOVERNANCE ROUTE

List the Name(s) of Committee / Group who have previously received and considered this report:

Date

TCS Programme Delivery Board (PDB)	16/3/2023
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS	
<p>A progress report on the RSC was received at the TCS Programme Delivery Board where progress with the project was noted, including the transfer of the governance of the project to Velindre Futures in line with the Trust's new governance arrangements.</p>	

1. SITUATION

Following the approval by Welsh Government of the Full Business Case for the Radiotherapy Satellite Centre (RSC) the joint project, comprising Aneurin Bevan University Health Board (ABUHB) and Velindre NHS Trust, has moved into the implementation phase of the project and this report provides an update on this work.

As background ABUHB will be responsible for the capital build aspects and VUNHST for the equipment procurement and commissioning, as well as the service operational delivery planning.

2. BACKGROUND

The project has:

- Commenced construction of the RSC on the Nevill Hall Site (NHH) on 16th January 2023, Site set up is complete, ground works have progressed, as has preparation for the demolition works.
- The programme indicates contractual completion 25th November 2024
- The joint Project Board and Project Teams have been re-established and to reflect the new phase and VUNHST has reviewed its membership of these groups to ensure they are reflective of the stage of the project.
- In line with the new Trust governance structure, the RSC is planned to transfer to Velindre Futures to reflect the implementation.
- The Trust has appointed the RSC manager (due to take up post in May 2023) to lead the implementation phase, including Senior Responsible Officer (SRO) accountability.

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3. ASSESSMENT

The current key issue from VUNHST perspective is the programme is required from Trust for the procurement of the CT Sim, as the contractor wish to firm up their design in the knowledge of the actual provider of this piece of equipment. The Trust team are mapping this out as there is a potential dependency with the procurement of similar Radiotherapy planning diagnostic equipment for the new VCC.

4. IMPACT ASSESSMENT

TRUST STRATEGIC GOAL(S)	
Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals: Choose an item	
If yes - please select all relevant goals:	
<ul style="list-style-type: none"> • Outstanding for quality, safety and experience <input checked="" type="checkbox"/> • An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations <input checked="" type="checkbox"/> • A beacon for research, development and innovation in our stated areas of priority <input type="checkbox"/> • An established 'University' Trust which provides highly valued knowledge for learning for all. <input type="checkbox"/> • A sustainable organisation that plays its part in creating a better future for people across the globe <input checked="" type="checkbox"/> 	
RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF) <i>For more information: STRATEGIC RISK DESCRIPTIONS</i>	01 - Demand and Capacity
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Select all relevant domains below
	Safe <input checked="" type="checkbox"/> Timely <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Equitable <input checked="" type="checkbox"/>



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

	Efficient <input type="checkbox"/>
	Patient Centred <input checked="" type="checkbox"/>
	<p>The RSC project seeks to provide more radiotherapy capacity for patients in South East Wales but in a local facility for some patients, which will benefit patients through reducing travel times and improving local access, and thereby improve patient outcomes.</p>
SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED: <i>For more information:</i> https://www.gov.wales/socio-economic-duty-overview	Yes
	An EQIA assessment has been undertaken as part this project
TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT	<p>A Healthier Wales - Physical and mental well-being are maximised and in which choices and behaviours that benefit future health</p>

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FINANCIAL IMPLICATIONS / IMPACT	Yes - please Include further detail below, including funding stream
	<p>Source of Funding: Other (please explain)</p> <p>Please explain if 'other' source of funding selected: In line with the approved Full Business Case the Capital funding is provided by Welsh Government and the additional service costs are to be funded by the commissioners.</p> <p>Type of Funding: Revenue and Capital Funding</p>
EQUALITY IMPACT ASSESSMENT <i>For more information:</i> https://nhswales365.sharepoint.com/sites/VEL_intranet/SitePages/E.aspx	Yes - please outline what, if any, actions were taken as a result
	EIA was completed early in the project and shared with CHC and the public as part of the public engagement events.
ADDITIONAL LEGAL IMPLICATIONS / IMPACT	There are no specific legal implications related to the activity outlined in this report.

5. RISKS

There is a risk register for this project, which is considered by the Project Board regularly. At this stage there are no risks that the project wish to highlight to the TCS Scrutiny committee.

6. SUMMARY OF MATTERS FOR CONSIDERATION

The Sub-committee is asked to **note** the progress.

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