Public: TCS Programme Scrutiny Sub-Committee

Thu 12 October 2023, 11:30 - 12:15

VUNST Meeting Room, Headquarters

GIG CYMRU NHS WALES | Ymddiriedolaeth GIG Prifysgol Felindre Velindre University NHS Trust

Agenda

11:30 - 11:40
10 min

1. Standard Business

1.1. Welcome & Introductions

Led by Stephen Harries, Chair and Independent Member

1.2. Apologies for Absence

Led by Stephen Harries, Chair and Independent Member

1.3. Declarations of Interest

Led by Stephen Harries, Chair and Independent Member

1.4. Minutes of the Sub-Committee Meeting held on 20th July 2023

Led by Stephen Harries, Chair and Independent Member

To Approve

📄 1.4 Public TCS Scrutiny Minutes 20.07.2023.pdf (4 pages)

1.5. Action Log

Led by Stephen Harries, Chair and Independent Member

To Approve

📄 1.5 Action Log.pdf (3 pages)

11:40 - 12:00
20 min

2. PROGRAMME GOVERNANCE

2.1. Communications & Engagement

Led by Non Gwilym, Assistant Director of Communications

To Note

📄 2.1 Comms Engagement Paper.pdf (9 pages)

2.2. TCS Programme Finance Report

Mark Ash, Assistant Project Director

To Note

📄 2.2 TCS Programme Board Finance Report (August 2023) - Cover Paper - WIP.pdf (3 pages)
📄 2.2 Appendix 1 - TCS Programme Board Finance Report (August 2023) - Main Report - WIP.pdf (15 pages)

12:00 - 12:15

3. PROGRAMME DELIVERY

15 min

3.1. Programme Director's Report

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

To Note

- 📄 3.1 Programme Directors Report_PSSC_Aug_23 v0.2 - PUBLIC.pdf (21 pages)
- 📄 3.1 Appendix A_DCA Assessment.pdf (1 pages)
- 📄 3.1 Appendix B_Risk Issues Checklist.pdf (1 pages)
- 📄 3.1 Appendix C_Issue Register_August 2023 PSSC PUBLIC.pdf (1 pages)

12:15 - 12:15
0 min

4. ANY OTHER BUSINESS

Led by Stephen Harries, Chair and Independent Member

Prior Agreement by the Chair Required

12:15 - 12:15
0 min

5. REVIEW OF THE MEETING

Led by Stephen Harries, Chair and Independent Member

12:15 - 12:15
0 min

6. DATE & TIME OF NEXT MEETING

Thursday 26th October at 10.00 – 11.30
Meeting Room, Velindre Headquarters

12:15 - 12:15
0 min

7. Close

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD
20th July at 10.00 – 10.30am
Meeting Room, Trust Headquarters, Nantgarw
(via Teams)

Members Present:

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

In attendance:

Steve Ham (SHam)	Trust Chief Executive
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Andrea Hague (AH)	Director of Service Transformation
Mark Ash (MA)	Assistant Director of Finance
Nicola Williams	Executive Director of Nursing, AHP's & Medical Scientists
Sarah Morley (SM)	Executive Director of OD & Workforce
Cath O'Brien (COB)	Chief Operating Officer
Non Gwilym (NG)	Communications and Engagement Director
Matthew Bunce (MB)	Executive Director of Finance
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Cory Davies (CD)	Project and Programme Co-ordinator
Jessica Corrigan (JC)	Secretariat/Business Support Officer

Apologies:

Gavin Bryce (GB)	Planning Performance Programme Manager
Gareth Jones (GJ)	Independent Member
Stephen Harries (SH)	Independent Member (Chair)
Dr Jacinta Abraham (JA)	Executive Medical Director

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

1.3	**Declarations of Interest**	
	No declarations of interest were received.	
1.4	**Minutes of the Sub-Committee Meeting held on 19th June 2023**	
	It was highlighted to the Sub-Committee DM was present at the previous meeting. The minutes will be updated to reflect this.	
	Following the amendments, the minutes of the meeting held on 19th June 2023 were **approved** as an accurate record.	
1.5	**Action Log**	
	The Sub-Committee approved the closed actions.	
	Action 120: It was confirmed the Tranche Report will be brought back to the October TCS Programme Scrutiny Sub-Committee following further discussions in Executive Management Board in September.	
	Action 140: The Spring Jamboree graphic will be circulated when it becomes available.	
	The Sub-Committee **approved** the action log.	
2.0	**PROGRAMME GOVERNANCE**	
2.1	**Communications & Engagement**	
	The Sub-Committee **noted** the Communications and Engagement paper.	
2.2	**TCS Programme Finance Report**	
	The TCS Programme Finance Report was delivered to the Sub-Committee. The report outlines the latest position for the TCS Project for June. The Capital overspend relates to the nVCC Project because there has not yet been confirmation of Welsh Government funding for this year.	
	There are currently financial risks associated with TCS:	
	• Capital funding has not been allocated to the nVCC Project. This risk is being mitigated by a request to WG for funding for the Project of c£1.7m.	
	• There are new elements to the Enabling Works Project that require additional funding as previously noted, totalling c£1.203m. Ministerial	

	approval will be sought for this additional funding, with an EW FBC Addendum being submitted by end of July 2023. The Sub-Committee **noted** the TCS Programme Finance Report.		
3.0	**STRATEGIC OUTLINE CASE**		
3.1	**Bone Marrow Transplant Strategic Outline Case** Cardiff and the Vale University Health Board are developing a Strategy Outline Case for Bone Marrow Transplant to: • Increase capacity in the service; • Improve the facilities in which that service is delivered to achieve JACIE accreditation. This is further opportunity for the Trust to work in partnership with Cardiff and Vale University Health Board as well as Cardiff University and aligns well with other shared priorities, including the Cardiff Cancer Research Hub and strengthening the service of Complex Specialist Oncologist Service Patients. The final Strategic Outline Case developed by Cardiff and Vale University Health Board and the Business Case will be going to their Trust Board as well as ours on 27th July. The Sub-Committee **noted** the Bone Marrow Transplant Strategic Outline Case.		
4.0	**PROGRAMME DELIVERY**		
	Programme Director's Report The Programme Director's Report was delivered to the Sub-Committee. The following was highlighted from the report: • The Overall Programme Status: Delivery Confidence Assessment remains amber. • Project 1: Enabling Works - the bridge construction and road construction is making good progress. • Project 2: nVCC – the project continued to work with Cardiff Vale University Health Board and Cardiff Council to identified additional replacement habitat land to support the planning application and final land agreement is being sought, supported by Welsh Government. • Project 4: Radiotherapy Satellite Centre (RSC) - Project initiation is in progress, including the development of key project documentation. The Sub-Committee **noted** the Programme Director's Report.		

5.0	**ANY OTHER BUSINESS**	
	There were no additional items of business brought for discussion.	
6.0	**REVIEW OF THE MEETING**	
	There were no additional comments or questions.	
7.0	**DATE & TIME OF NEXT MEETING**	
	The next meeting of the Sub-Committee will be held on Thursday 21st September at 1.30 – 3pm.	

TCS Programme Scrutiny Sub-Committee

October 2023

Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
120	**Multiple actions linked to work on Programme Tranche Report – in Appendix below** **120** **121** **122** **130**	**Cath O'Brien / Sarah Morley/ Steve Ham**	22/03/2022	Following completion of nVCC business case - & completion of *#143* and *#146* – October 2023	• Following the completion of the nVCC Business Case process, the Programme Tranche Report needs to be refreshed and presented to the Committee for discussion in order to frame the future scope and structure of the TCS work	**OPEN** *(To be addressed in line with Programme Tranche Report)*
140	Spring Jamboree - SA requested to receive a copy of the summary graphic for information.	**Lauren Fear**	20/04/23	30/07/23	The Spring Jamboree has been circulated.	**CLOSED**
143	SA queried whether a list of all current TCS schemes, along with a timeline of completion, was available as this would be a useful reference document to provide information and assurance to the public. GB agreed to look at providing a one-page, bullet point update summary.	**Gavin Bryce**	20/04/23	26/10/23	*Same work as to refresh the Programme Tranche Report.*	**OPEN**
146	CJ confirmed outside of the meeting he will come up with a clear scope demonstrating what projects or pieces of work are sat where and who's	**Carl James**	19/06/23	26/10/23	*Same work as to refresh the Programme Tranche Report.*	**OPEN**

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No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	accountable for them. The governance for each of these pieces of work ensuring there are no gaps. This is to provide clarification to the Sub-Committee and will feed up into Trust Board for information and assurance.				Initial discussion at Executive Management Board 17th July. Refresh scoping underway for review by the Committee in September.	

Appendix: Actions related to Programme Tranche Report

No.	Action	Owner
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**
122	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee, following a discussion in the June Board Development meeting	**Steve Ham/ Sarah Morley**

2

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**

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TCS Programme Scrutiny Sub-Committee

Communications and Engagement Update

DATE OF MEETING	12/10/2023

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	Thomas Deacon, Senior Communications Manager
PRESENTED BY	Thomas Deacon, Senior Communications Manager
APPROVED BY	Lauren Fear, Director of Corporate Governance & Chief of Staff

EXECUTIVE SUMMARY	A summary of activity by the communications and engagement team to promote the work of the nVCC programme during the reporting period.

RECOMMENDATION / ACTIONS	The Board is asked to note the paper.

GOVERNANCE ROUTE	
List the Name(s) of Committee / Group who have previously received and considered this report:	**Date**
nVCC and EW Project Board	12/09/2023
Strategic Capital Board	15/09/2023
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS NOTED	

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

APPENDICES

1. SITUATION

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

2. BACKGROUND

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

3. ASSESSMENT

1. Communications

1.1 Proactive digital communications

nVCC project blog
We have continued to post regularly on our internal nVCC project blog which will house all updates on the project going forward. The blog remains displayed prominently on the intranet landing page providing easy access for staff across

the Trust to follow and stay informed about the progress of the project. More than 15 articles have already been published as part of the blog and the intention is to post regularly including not only key announcements, e.g road closures, but also more informal posts such as latest site pictures and short profiles project team members. In total the posts in the current reporting period have had more than 500 views from staff members.

Velindre bridge images
We issued communications showing the latest images of the bridge being built that form the access to the nVCC. The comms issued on social media and the nVCC blog have received a strong positive response with a large number of positive comments and reactions. The post had more than 170 reactions (far higher than the average post) and more than 27 positive comments, also higher than average.

Other communications issued include:
- Forest Farm works PRoW closure
- Railway cutting reopening
- Temporary power supply works

1.2 Media queries

During the reporting period we received one request from the media for comment. The comment was issued to Nation Cymru in response to a single excerpt from a health board's published Board papers. The comment issued was:

"Velindre Cancer Centre has successfully run cancer services since our establishment in the 1960s. Our dedicated staff treat and care for thousands of patients from across south east Wales every single year as the number of people referred to us with cancer grows. The development of the new Velindre Cancer Centre is critical to keep pace with this increasing demand.

The Nuffield Trust report (December 2020) made a series of recommendations for the south east Wales regional health boards and Velindre Trust to improve cancer services. This included the need for each Local Health Board to further develop unscheduled care for cancer patients and the establishment of research hub at University Hospital Wales. The report also clearly states the need for solutions to the issues facing the old Velindre Cancer Centre and concluded that co-location on a nearby acute site would not be possible for some considerable time.

All recommendations were accepted by the Trust and Local Health Boards of South East Wales. Through our commitment to collaboration, very good progress

is being made on all fronts which is testament to our collective ambition to improve cancer care for the patient population of south east Wales."

1.3   Correspondence

Responding to correspondence from a wide range of stakeholders.
Some topics of correspondence received during the reporting period include:

- Forest Farm works
- Lady Cory Field works
- Railway cutting reopening

1.4   **Save the Northern Meadows leaflet** Save the Northern Meadows have issued the below leaflet to properties in Whitchurch.
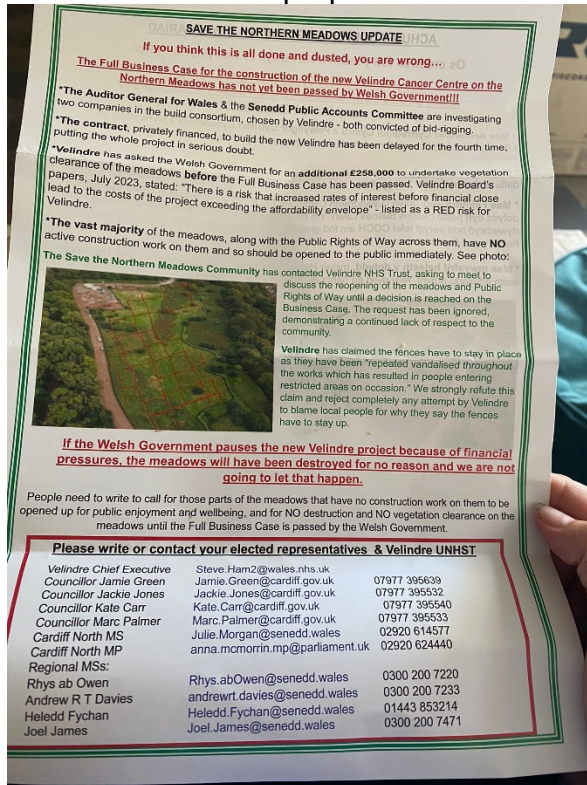
1.5

1.6   Engagement

Community panel
Recruitment to the community panel has continued and is ongoing. Business cards and flyers have also been sourced, featuring the registration QR code to help boost sign-ups in addition to social media posts. Work on the inaugural newsletter is underway nearing completion.

Summer Jambori

The Summer Jambori took place during August and welcomed staff, patients and local community members to the Roundhouse – rain or shine! Each week was themed around key messages of being more active, creative, green and mindful. Activities included upcycling old Radiotherapy uniforms into decorative bunting, online workouts with Joe, colouring for wellbeing and social horticulture.

Feedback was hugely positive from everyone attending who was delighted to see the improvements made in Noddfa gardens since the Roundhouse opening in December 2022.

Pod feedback

A feedback poll has been opened to capture staff insights following the installation of a pod space in Noddfa. Feedback will support the development of the workspace plans and approaches key themes of lighting, ventilation and suitability of design.

Resident drop-in

No resident drop-in event was held on in August due to annual leave and school holidays. The next scheduled event is the last Thursday of September.

2. **Next month**
   - Continued communications and engagement support for the enabling works project
   - Velindre bridge completion comms to be finalised

3.   SUMMARY OF MATTERS FOR CONSIDERATION

N/A

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: • Outstanding for quality, safety and experience • An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations • A beacon for research, development and innovation in our stated areas of priority • An established 'University' Trust which provides highly valued knowledge for learning for all. • A sustainable organisation that plays its part in creating a better future for people across the globe	☐ ☐ ☐ ☐ ☐

RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF) *For more information: STRATEGIC RISK DESCRIPTIONS*	02 - Partnerhips Working / Stakeholder Engagement	
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Select all relevant domains below	
	Safe	☐
	Timely	☐
	Effective	☐
	Equitable	☐
	Efficient	☐
	Patient Centred	☐

Corrigan Jessica
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	The Key Quality & Safety related issues being impacted by the matters outlined in the report and how they are being monitored, reviewed and acted upon should be clearly summarised here and aligned with the Six Domains of Quality as defined within Welsh Government's Quality and Safety Framework: Learning and Improving (2021). **Click or tap here to enter text**
SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED: *For more information:* *https://www.gov.wales/socio-economic-duty-overview*	Not required
	N/A

Corrigan Jessica
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TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT	A Wales of Cohesive Communities - Attractive, viable, safe and well-connected communities.
	If more than one Well-being Goal applies please list below:
	The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated
	If more than one wellbeing goal applies please list below: Click or tap here to enter text
FINANCIAL IMPLICATIONS / IMPACT	There is no direct impact on resources as a result of the activity outlined in this report.
EQUALITY IMPACT ASSESSMENT For more information: https://nhswales365.sharepoint.com /sites/VEL_Intranet/SitePages/E.asp x	Not required - please outline why this is not required
	[In this section, explain in no more than 3 succinct points what the equality impact of this matter is or not (as applicable)].
ADDITIONAL LEGAL IMPLICATIONS / IMPACT	There are no specific legal implications related to the activity outlined in this report.
	Click or tap here to enter text
	[In this section, explain in no more than 3 succinct points what the legal implications/ impact is or not (as applicable)].

5. RISKS

This section should indicate whether any matters addressed in the report carry a significantly increased level of risk for the Trust – and if so, the steps that will be taken to mitigate the risk - or if they will help to reduce a risk identified on a previous occasion.

| ARE THERE RELATED RISK(S) FOR THIS MATTER | No |
| WHAT IS THE RISK? | [Please insert detail here in 3 succinct points]. |

WHAT IS THE CURRENT RISK SCORE	Insert Datix current risk score
HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?	*[In this section, explain in no more than 3 succinct points what the impact of this matter is on this risk].*
BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?	Insert Date
ARE THERE ANY BARRIERS TO IMPLEMENTATION?	**Choose an item**
	[In this section, explain in no more than 3 succinct points what the barriers to implementation are].
All risks must be evidenced and consistent with those recorded in Datix	

Corrigan Jessica
30/11/2023 12:17:12

TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE

TCS Programme Finance Report 2023-24
August 2023

DATE OF MEETING	12/10/2023

PUBLIC OR PRIVATE REPORT	Public

IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report

PREPARED BY	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
PRESENTED BY	Matthew Bunce, Executive Director of Finance
EXECUTIVE SPONSOR APPROVED	Matthew Bunce, Executive Director of Finance

REPORT PURPOSE	Note

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

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

1. BACKGROUND

1.1 The purpose of the accompanying report is to provide a financial update to the TCS Programme Delivery Board for the financial year 2023-24, outlining spend to date against budget as at Month 05 and the current full year forecast.

1.2 The TCS Programme 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 31ST AUGUST 2023

2.1 The summary financial position for the TCS Programme for the year 2023-24 as at 31st August 2023 is provided below.

Expenditure Type	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Capital	£6.722m	£10.896m	£13.570m	-£2.674m
Revenue	£0.350m	£0.744m	£0.785m	-£0.041m
Total	**£7.071m**	**£11.641m**	**£14.355m**	**-£2.715m**

2.2 The overall forecast outturn for the Programme is an overspend of £2.7153m for the financial year 2023-24 against a budget of £11.641m.

2.3 No capital funding has been allocated to the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£2.700m has been made to WG.

2.4 No revenue funding has been allocated for Project Deliver and Judicial Review elements of the nVCC project for this financial year. A funding request of £0.041m is being made to the Trust.

2.5 There are currently three financial risks associated with TCS:

- The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.

- There are three new elements to the Enabling Works Project that require additional funding as previously noted, totalling £1.500m. Ministerial approval will be sought for this additional funding.

- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £2.700m.

3. IMPACT ASSESSMENT

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

4. RECOMMENDATION
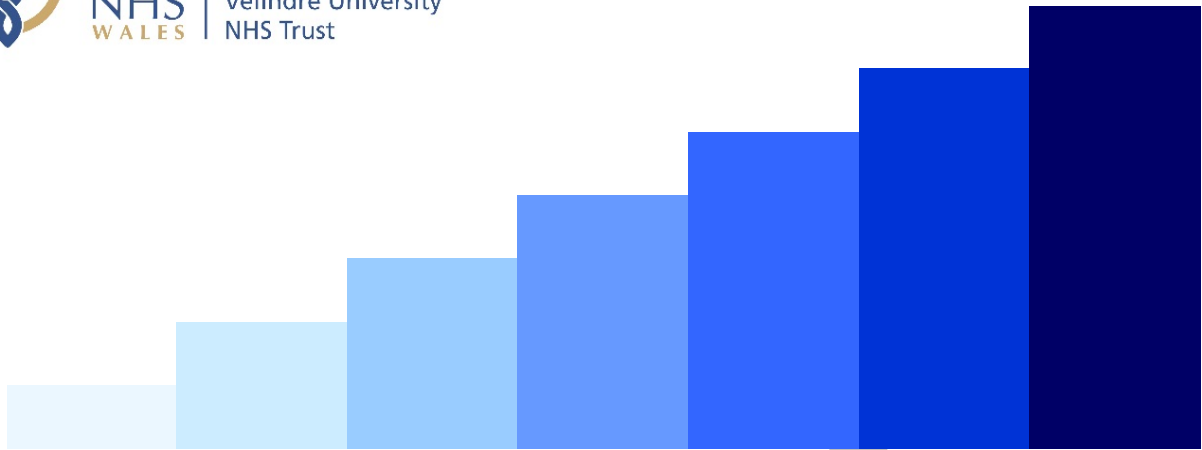
4.1 The Transforming Cancer Services Programme Scrutiny Sub Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2023-24 as at 31st August 2023.

Corrigan Jessica
30/11/2023 12:17:12

TCS PROGRAMME
FINANCE REPORT 2023-24

Period Ending August 2023

Contents   Page

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 2023-24, outlining spend against budget as at 30th June 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 2023-24 as at 31st August 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	2023-24 Full Year		
		Budget	Forecast	Variance
Capital	£6.722m	£10.896m	£13.570m	-£2.674m
Revenue	£0.350m	£0.744m	£0.785m	-£0.041m
Total	**£7.071m**	**£11.641m**	**£14.355m**	**-£2.715m**

2.2 The overall forecast outturn for the Programme is an overspend of £2.7153m for the financial year 2023-24 against a budget of £11.641m.

2.3 No capital funding has been allocated to the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£2.700m has been made to WG.

2.4 No revenue funding has been allocated for Project Deliver and Judicial Review elements of the nVCC project for this financial year. A funding request of £0.041m is being made to the Trust.

2.5 There are currently three financial risks associated with TCS:

- The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.

- There are three new elements to the Enabling Works Project that require additional funding as previously noted, totalling £1.500m. Ministerial approval will be sought for this additional funding.

- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £2.700m.

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 2023, the Welsh Government (WG) had provided a total of £42.377m funding (£40.084m capital, £2,293m revenue) to support the TCS Programme. In addition, the Trust provided £0.264m from its discretionary capital allocation and £0.380m non-recurrent revenue funding.

3.3   NHS Commissioners agreed in December 2018 to provide annual revenue funding to the Trust to support TCS Programme, with £0.400m provided in 2018/19, increased to £0.420m thereafter.

3.4   The current funding provided to support the TCS Programme in 2023-24 is £10.896m capital and £0.689m revenue, as outlined in Appendix 2. The sources of funding are summarised below.

Sources of Capital Funding
Initial Allocation (as at 1st April 2023)

Project	WG Capital	Total Funding
Enabling Works Project	£10.896m	£10.896m
nVCC Project	£0	£0
Total	**£10.896m**	**£10.896m**

Overall Change to Allocation

Project	WG Capital	Total Funding
Enabling Works Project	£0	£0
nVCC Project	£0	£0
Total	**£0**	**£0**

Current Allocation (as at 31st August 2023)

Project	WG Capital	Total Funding
Enabling Works Project	£10.896m	£10.896m
nVCC Project	£0	£0
Total	**£10.896m**	**£10.896m**

Sources of Revenue Funding
Initial Allocation (as at 1st April 2023)

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0.024m	£0.060m	£0	£0.084m
nVCC Project	£0	£0	£0	£0
SDT Project	£0.180m	£0.131m	£0	£0.311m
Total	**£0.204m**	**£0.204m**	**£0**	**£0.395m**

Overall Change to Allocation

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0.216m	£0	£0.028m	£0.244m
nVCC Project	£0	£0	£0.096m	£0.096m
SDT Project	£0	£0	£0.009m	£0.009m
Total	**£0.216m**	**£0.204m**	**£0.133m**	**£0.349m**

Current Allocation (as at 31st August 2023)

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0.240m	£0.060m	£0.028m	£0.328m
nVCC Project	£0	£0	£0.096m	£0.096m
SDT Project	£0.180m	£0.131m	£0.009m	£0.320m
Total	**£0.420m**	**£0.204m**	**£0.133m**	**£0.744m**

4.   CAPITAL POSITION

4.1   The current capital funding for 2023-24 is outlined below:

- Enabling Works Project   £10.896m
- nVCC Project   £0
- **Total**   **£10.896m**

4.2   The capital position as at 31st August 2023 is outlined below, with a forecast overspend of £2.674m for 2023-24 against a budget of £10.896m. This is due to the lack of capital funding being allocated to the nVCC Project for this financial year.

Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	**Forecast**	**Variance**
Enabling Works Project	£5.385m	£10.896m	£10.888m	£0.009m
nVCC Project	£1.336m	£0	£2.682m	-£2.682m
Total	**£6.722m**	**£10.896m**	**£13.570m**	**-£2.674m**

4.3   A funding request has been made to WG for c£2.700m for the nVCC Project.

4.4   There are three new elements that require additional funding from WG, which were not known at the time of establishing the Enabling Works FBC, totalling £1.150m. This additional capital funding will require Ministerial approval.

5.   REVENUE POSITION

5.1   The revenue funding for 2023-24 is outlined below:

- PMO   £0.328m
- nVCC Project   £0.096m
- SDT Project   £0.320m
  Total   **£0.744m**

5.2   The revenue position as at 31ˢᵗ August is outlined below, with a forecast overspend of £0.041m for 2023-24 against a budget of £0.313m. This is due to the lack of funding for the nVCC revenue non-pay costs for this financial year.

Revenue Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	**Forecast**	**Variance**
PMO	£0.142m	£0.328m	£0.328m	£0
nVCC Project	£0.073m	£0.096m	£0.137m	-£0.041m
SDT Project	£0.135m	£0.320m	£0.320m	£0
Total	**£0.350m**	**£0.744m**	**£0.785m**	**-£0.041m**

5.3   A revenue funding request for £0.041m for 2023-24 is being made to the Trust for the Project Delivery and Judicial Review elements of the nVCC Project.

5.4   The 2022-23 one-off recovery payment was paid out in June 2023, with funding provided by WG in June 2023 via the Trust. Funding has also been provided by WG to cover the recurrent pay award for 2023-24 paid out in August 2023.

6.   CASH FLOW

6.1   The capital cash flow for the **Enabling Works Project** is outlined below. The run rate indicates that the majority of costs will have been incurred within the first half of the financial year.

EW Project Cash Flow 2023-24
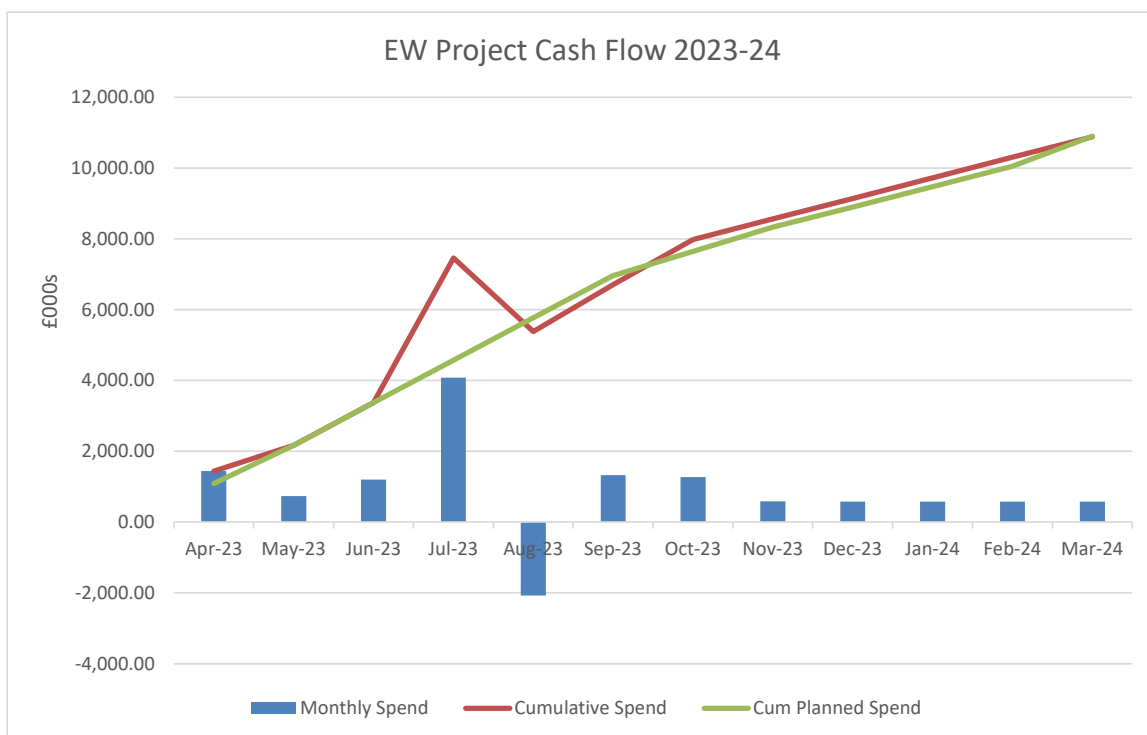
6.2   The capital cash flow for the **nVCC Project** is outlined below. Actual spend is higher in the second half of the financial year, which reflects the delay in financial close.

nVCC Project Cash Flow 2023-24
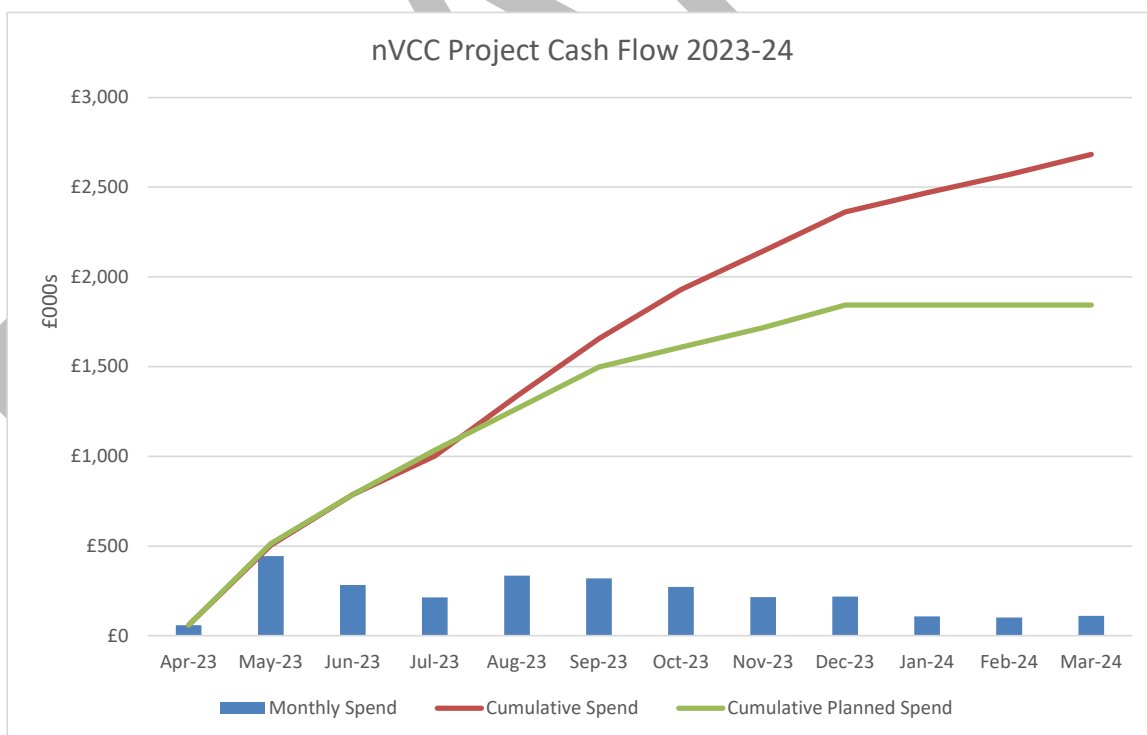
6.3   The cash flow for the remainder of the Programme is not reported as it is not of a material nature.

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7. PROJECT FINANCE UPDATES

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

Programme Management Office

7.2 The current revenue funding for the PMO for 2023-24 is £0.328m. £0.240m of this has been provide from NHS Commissioners' funding, £0.060m from the Trust Reserves, and £0.028m from WG 2022-23 for pay awards.

7.3 There has been no capital funding requirement for the PMO in 2023-24.

7.4 The revenue position for the PMO as at 31st August 2023 is shown below, showing a forecast breakeven positon for the year against a budget of £0.328m.

PMO Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Pay	£0.140m	£0.327m	£0.327m	£0
Non Pay	£0.001m	£0.001m	£0.001m	£0
Total	**£0.142m**	**£0.328m**	**£0.328m**	**£0**

7.5 There are currently no financial risks associated with the PMO for 2023-24.

Enabling Works Project

7.6 In February 2022, the Minister for Health and Social Services approved the Enabling Works FBC. This has provided capital funding of £28.089m in total, with £10.896m provided in 2023-24.

7.7 The Project's financial position for 31st August 2023 is shown below. The forecast position reflects an expected underspend of £0.009m for this financial year.

Enabling Works Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Pay	£0.134m	£0.230m	£0.271m	-£0.041m
Non-Pay	£5.251m	£10.667m	£10.616m	£0.050m
Total	**£5.385m**	**£10.896m**	**£10.888m**	**£0.009m**

7.8 There are three new elements that require additional funding from WG, which were not known at the time of establishing the Enabling Works FBC, totalling £1.203m. This additional capital funding will require Ministerial approval. The elements are:

- Temporary low voltage Electrical Supply   £0.200m
- Water Main Diversion   £0.800m
- Vegetation Clearance   £0.150m
  Total   **£1.150m**

7.9 The Project spend relates to the following activities:

Enabling Works FBC Project Capital Budget & Spend Summary 2023-24

Description		Budget Aug-23 £	Year to Date Spend Aug-23 £	Variance Aug-23 £	Annual Budget £	Financial Year Annual Forecast £	Annual Variance £
PAY							
	Project 1b - Enabling Works FBC	116,729	133,888	-17,159	229,841	271,252	-41,411
Pay Capital Total		**116,729**	**133,888**	**-17,159**	**229,841**	**271,252**	**-41,411**
NON-PAY							
EF02	Utility Costs	1,252,070	511,986	740,083	2,873,927	2,640,986	232,940
EF03	Supply Chain Fees	145,833	324,820	-178,986	375,000	537,986	-162,986
EF04	Non Works Costs	130,211	63,722	66,489	312,505	246,017	66,489
EF05	ASDA Works	1,589,122	1,829,526	-240,404	3,813,893	3,954,297	-140,404
EF06	Walters D&B	2,528,318	2,520,942	7,376	3,033,982	3,026,605	7,376
EFQR	Quantified Risk	6,247	462	5,785	257,245	210,462	46,783
EFRS	Enabling Works FBC Reserves	0	0	0	0	0	0
Enabling Works FBC Project Capital Total		**5,651,800**	**5,251,458**	**400,342**	**10,666,552**	**10,616,354**	**50,198**
TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE		**5,768,529**	**5,385,346**	**383,183**	**10,896,393**	**10,887,606**	**8,786**

7.10 There are currently two financial risks associated with the Enabling Works Project:

- Financial support may be required to the nVCC Project. As at August 2023 the financial support is c£1.3m, with a total requirement of c£2.7m. The nVCC Project has made an interim capital funding request to WG for c£2.7m.

- There are three new elements that require additional funding as noted above, totalling £1.500m. Ministerial approval will be sought for this additional funding.

New Velindre Cancer Centre Project
Capital

7.11 The nVCC Project has not been allocated capital funding for this financial year. A funding request has been made to WG for **c£2.7m.**

7.12 The capital financial position for the nVCC Project for 31st August 2023 is shown below, with a forecast overspend of £2.682m. This is due to the delay of the nVCC Financial Close into 2023-24 with no funding for the Project at this stage.

nVCC Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	**Forecast**	**Variance**
Pay	£0.481m	£0	£1.186m	-£1.186m
Non-Pay	£0.855m	£0	£1.496m	-£1.496m
Total	**£1.336m**	**£0**	**£2.682m**	**-£2.682m**

7.13   The spend relates to the following activities:

nVCC OBC Project Capital Budget & Spend Summary 2023-24

Description	Budget Aug-23 £	Year to Date Spend Aug-23 £	Variance Aug-23 £	Annual Budget £	Financial Year Annual Forecast £	Annual Variance £
PAY						
Project Leadership nVCC OBC	0	87,797	-87,797	0	213,357	-213,357
Project 2a - New Velindre Cancer Centre OBC	0	393,696	-393,696	0	972,988	-972,988
Pay Capital Total	**0**	**481,493**	**-481,493**	**0**	**1,186,344**	**-1,186,344**
NON-PAY						
nVCC OBC Project Delivery	**0**	**19,644**	**-19,644**	**0**	**64,000**	**-64,000**
Work Packages						
VC08 Competitive Dialogue - Dialogue & SP to FC	0	767,418	-767,418	0	1,279,249	-1,279,249
VC10 Legal Advice	0	7,398	-7,398	0	17,398	-17,398
VC11 S73 Planning	0	12,031	-12,031	0	12,031	-12,031
VC12 nVCC FBC	0	26,640	-26,640	0	96,640	-96,640
VCRS nVCC OBC Reserves	0	21,835	-21,835	0	26,835	-26,835
nVCC Project Capital Total	**0**	**835,321**	**-835,321**	**0**	**1,432,152**	**-1,432,152**
TOTAL nVCC OBC CAPITAL EXPENDITURE	**0**	**1,336,458**	**-1,336,458**	**0**	**2,682,497**	**-2,682,497**

7.14   The current risk to the Project is the lack of funding, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £2.700m.

Revenue

7.15   The current revenue funding for the nVCC Project for 2023-24 is £0.096m, provided from WG 2022-23 for pay awards. A funding request is

7.16   The revenue financial position for the nVCC Project for 31st August 2023 is shown below, reflecting a current overspend of £0.041m a for the year against budget of £0.096m.

nVCC Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.051m	£0.096m	£0.096m	£0.000m
Project Delivery	£0.011m	£0	£0.030m	-£0.030m
Judicial Review	£0.011m	£0	£0.011m	-£0.011m
Total	**£0.073m**	**£0.096m**	**£0.137m**	**-£0.041m**

7.17   The Judicial Review matter is now closed, with the final costs being submitted in July 2023. The final cost in 2023-24 is £0.011m, with a total cost for this matter of £0.138m.

7.18   The only revenue financial risk associated with the nVCC Project at present is the lack of funding, which is being mitigated with a funding request to the Trust.

Service Delivery and Transformation Project

7.19   The revenue funding for the Project for 2022-23 is £0.180m from NHS Commissioners' funding, £0.131 from Trust reserves, and £0.009m from the WG 2022-23 one-off recovery payment funding. The resulting budget is £0.320m for this financial year.

7.20   There is no capital funding requirement for the Project in 2023-24.

7.21   The SDT Project revenue position for 2023-24 is shown below.

SDT Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.130m	£0.306m	£0.306m	£0
Non-Pay	£0.005m	£0.013m	£0.013m	£0
Total	**£0.135m**	**£0.320m**	**£0.320m**	**£0**

7.22   There are currently no financial risks associated with the Project for 2023-24.

8.   KEY RISKS AND MITIGATING ACTIONS

8.1   There are currently three financial risks associated with TCS:

- The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.

- There are three new elements to the Enabling Works Project that require additional funding as previously noted, totalling £1.500m. Ministerial approval will be sought for this additional funding.

- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £2.700m.

9.   TCS SPEND REPORT SUMMARY

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

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

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

9.4   The spend to 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

APPENDIX 1: TCS Programme Budget and Spend as at 31st August 2023

TCS Programme Budget & Spend 2023-24

CAPITAL	Year to Date Budget Aug-23 01-Aug	Year to Date Spend Aug-23 £	Year to Date Variance Aug-23 £	Financial Year Annual Budget £	Financial Year Annual Forecast £	Financial Year Annual Variance £
PAY						
Project Leadership nVCC OBC	0	87,797	-87,797	0	213,357	-213,357
Project 1b - Enabling Works FBC	116,729	133,888	-17,159	229,841	271,252	-41,411
Project 2a - New Velindre Cancer Centre OBC	0	393,696	-393,696	0	972,988	-972,988
Capital Pay Total	**116,729**	**615,381**	**-498,652**	**229,841**	**1,457,597**	**-1,227,756**
NON-PAY						
nVCC OBC Project Delivery	0	19,644	-19,644	0	64,000	-64,000
Project 1b - Enabling Works FBC	5,651,800	5,251,458	400,342	10,666,552	10,616,354	50,198
Project 2a - New Velindre Cancer Centre OBC	0	835,321	-835,321	0	1,432,152	-1,432,152
Capital Non-Pay Total	**5,651,800**	**6,106,424**	**-454,623**	**10,666,552**	**12,112,506**	**-1,445,954**
CAPITAL TOTAL	**5,768,529**	**6,721,805**	**-953,275**	**10,896,393**	**13,570,103**	**-2,673,710**

REVENUE	Year to Date Budget Aug-23 £	Year to Date Spend Aug-23 £	Year to Date Variance Aug-23 £	Financial Year Annual Budget £	Financial Year Annual Forecast £	Financial Year Annual Variance £
PAY						
nVCC Pay Award	50,926	50,926	0	96,408	96,408	0
Programme Management Office	141,331	140,205	1,125	326,890	326,890	0
Project 6 - Service Change Team	128,599	129,580	-981	306,290	306,290	0
Revenue Pay total	**320,855**	**320,711**	**144**	**729,589**	**729,589**	**0**
NON-PAY						
nVCC OBC Project Delivery	0	11,259	-11,259	0	30,000	-30,000
nVCC OBC Judicial Review	0	11,000	-11,000	0	11,000	-11,000
Programme Management Office	1,410	1,481	-71	1,410	1,410	0
Project 6 - Service Change Team	5,000	5,167	-167	13,340	13,340	0
Revenue Non-Pay Total	**6,410**	**28,907**	**-22,497**	**14,750**	**55,750**	**-41,000**
REVENUE TOTAL	**327,265**	**349,618**	**-22,353**	**744,339**	**785,339**	**-41,000**

APPENDIX 2: TCS Programme Funding for 2022-23

Description	Funding Type	
	Capital	**Revenue**
Programme Management Office	**£0**	**£0.328m**
Commissioner's Funding		£0.240m
Trust Revenue Funding		£0.060m
WG One Off Pay Award 2022/23 Funding		£0.006m
WG Recurrent Pay Award Funding		£0.022m
Enabling Works FBC	**£10.896m**	**£0**
2022-23 CEL from Welsh Government funding for Enabling Works FBC approved in February 2022	£10.896m	
New Velindre Cancer Centre OBC	**£0**	**£0.096m**
WG One Off Pay Award 2022/23 Funding		£0.019m
WG Recurrent Pay Award Funding		£0.077m
Radiotherapy Satellite Centre	**£0**	**£0**
No funding requested or provided for this project to date		
SACT and Outreach	**£0**	**£0**
No funding requested or provided for this project to date		
Service Delivery, Transformation and Transition	**£0**	**£0.320m**
Commissioner's Funding		£0.180m
Trust Revenue Funding		£0.131m
WG One Off Pay Award 2022/23 Funding		£0.002m
WG Recurrent Pay Award Funding		£0.007m
VCC Decommissioning	**£0**	**£0**
No funding requested or provided for this project to date		
Total	**£10.896m**	**£0.744m**

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

SUMMARY OF CUMULATIVE TCS SPEND
TO 31 MARCH 2022

SPEND PER PROJECT PER YEAR

Legend:
- Programme Management Office
- Project 1 - Enabling Works
- Project 2 - nVCC
- Project 3a - Integrarted Radiotherapy Solutions
- Project 3b - Digital Strategy
- Project 4 - RT Satellite
- Project 5 - Outreach Centres
- Project 6 - Service Delivery, Transformation and Transition
- Project 7 - Decommissioning

SPEND FOR EACH PROJECT ACROSS ALL YEARS

Legend:
- Programme Management Office
- Project 1 - Enabling Works
- Project 2 - nVCC
- Project 3a - Integrarted Radiotherapy Solutions
- Project 3b - Digital Strategy
- Project 4 - RT Satellite
- Project 5 - Outreach Centres
- Project 6 - Service Delivery, Transformation and Transition
- Project 7 - Decommissioning

SPEND FOR EACH YEAR ACROSS ALL PROJECTS

£328,459 £2,398,448
£6,428,671
£6,167,590
£3,924,181
£3,909,063
£2,928,426
£4,267,262

Legend:
- 2014-15
- 2015-16
- 2016-17
- 2017-18
- 2018-19
- 2019-20
- 2020-21
- 2021-22
- 2022-23
- 2023-24
- 2024-25
- 2025-26

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 - Integrarted 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 EXPENDTITURE 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

PROPORATIONAL SPEND FOR EACH DELIVERABLE ACROSS ALL YEARS

TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE

TRANSFORMING CANCER SERVICES (TCS) **PROGRAMME DIRECTOR'S REPORT (PDR)**

DATE OF MEETING	12/10/2023

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	Gavin Bryce, Associate Director of Programmes Carys Jones, Senior Programme Delivery & Assurance Manager, TCS Bethan Lewis, TCS Risk Advisor & Programme Planner Cory Davies, Programme Co-ordinator
PRESENTED BY	Carl James, Executive Director of Strategic Transformation, Planning and Digital
APPROVED BY	Carl James, Executive Director of Strategic Transformation, Planning and Digital

EXECUTIVE SUMMARY	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. This report therefore sets out the Delivery Confidence Assessment for the TCS Programme and associated progress and risk and issue reporting. *This report has been updated following discussion at the Strategic Capital Board on 15/09/2023 and Executive Management Board (Shape) on 18/09/2023.*

1

RECOMMENDATION / ACTIONS	It is recommended by the Programme Director and Associate Director of Programmes that despite an increase in RAG reporting (by individual projects) that the DCA for the overall programme should remain at Amber status. The Sub-Committee are asked to note this recommendation.

GOVERNANCE ROUTE	
List the Name(s) of Committee / Group who have previously received and considered this report:	**Date**
Strategic Capital Board *(discussion of risks and issues relating to capital projects only)*	15/09/23
Executive Management Board (EMB) Shape	18/09/23
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS *Meeting not taken place at time of publishing*	

7 LEVELS OF ASSURANCE	
*If the purpose of the report is selected as **'ASSURANCE',** this section **must be** completed.* **N/A**	
ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR	**Select Current Level of Assurance** *N/A*

APPENDICES	
Appendix A Appendix B Appendix C	Delivery Confidence Assessment (DCA) Criteria Description Risk and Issues Checklist Issue Register

Corrigan Jessica
30/11/2023 12:17:12

1. SITUATION

1.1 This Transforming Cancer Service (TCS) Programme Director's Report provides a monthly assessment of the programme's performance against a range of criteria, including the utilisation of the Delivery Confidence Assessment (DCA) methodology. The purpose of the report is to advise whether the programme is on track to deliver its stated objectives, and what remedial action (if any) is required.

1.2 The reporting period for this Programme Director's Report covers from 7th August – 6th September 2023.

2. BACKGROUND

2.1 The TCS 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 / stakeholder. The TCS Programme will deliver a range of outcomes and benefits for patients across South-East Wales.

2.2 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 look ahead.

3. ASSESSMENT

a) Overall Programme Status: *Delivery Confidence Assessment*

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

3.2 The TCS Associate Director of Programmes and TCS Programme Director have reviewed the TCS Programme's current and performance for the reporting period **7th August – 6th September 2023** and have concluded an Amber Status. Some of the key matters influencing the DCA are set out in the following tables.

3

4

Status (Trend)	Qualitative Measure	Previous Status - Amber	
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 as a result of new delivery and governance arrangements. Programme Resources require review as the Programme moves from planning into its implementation phase.	A. The PDB have approved the Programme Stocktake and draft implementation plan. This has been further augmented into a Tranche Review. An informal briefing session has also been held with Independent Members.	A. The Tranche review has now been reviewed, with an updated version to be received at EMB Shape (Transformation Board) on 18th September 2023, 13th October 2023 and the TCS Scrutiny Sub-Committee on 26th October.

Corrigan Jessica
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Amber	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	B. A range of Project 2 (nVCC) risks have increased relating to commercial and planning matters required to achieve financial close in end Oct 2023.	B. There has been a range of activities instigated to optimize the close out of commercial and planning matters. i. Exec Directors given leadership responsibility for specific areas. ii. Mission Control Board and regular agile meetings are in place weekly. iii. Enhanced reporting (Programme to Financial Close paper) iv. Weekly FBC meetings have been convened to oversee and track progress ahead of financial close.	B. Updates as follows: i. Executive areas of responsibility agreed and support ongoing. ii. Weekly Mission Control Board (MCB) meetings ongoing and regular provided across a range of key matters. iii. Programme to FC paper provided fortnightly. Version 20 now in place. iv. Weekly FBC Co-ordination meeting ongoing and composite case completed and approved by Trust Board. Work now commencing to complete a near final FBC to commence the approvals process.

Corrigan, Jessica
30/11/2023 12:17:12

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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
Planning permission for ASDA/Mc Donald's layby	1	3rd July	Y	Y	Y
Asda DCWW water main Phase 1 completed.	1	2nd July	Y	Y	Y
Temporary Electrical installation to MIM site	1	~~17th April~~ ~~16th June~~ ~~31st August~~ No revised date/awaiting confirmation of licence	Y	N	Y
Arts in Health Coordinator in post	2	w/c 4th Sept	N	Y	N

Key:	
Red	Missed date, with no revised date for delivery
Amber	Missed date, but with revised date for delivery **OR** delivered late against original target date
Green	Delivered on time

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c) **TCS Programme Performance**

Programme Performance Areas to Highlight:

Project 1 Enabling Works

Asda Works
Installation of Phase 1 of the Dwr Cymru Welsh Water (DCWW) water main pipe was completed on 2nd July. Costs for Phase 2 water main connection works have been received and work commenced on 29th August 2023. The ASDA car park realignment and resurfacing works are ongoing and planning consent for the McDonald's layby was received on 3rd July.

Velindre Works – nVCC Enabling Works Design & Build Contract (EW D&B)
The bridge construction is progressing. Concrete pouring of the bridge deck is now complete. Kerbing has been installed and surfacing works completed.

The utilities scope is being progressed with positive discussion held in relation to electricity, drainage and telecoms to the site. In respect of the electricity supply, an alternative 1MVA route across the old railway cutting to the Hollybush Estate is being designed and costed due to the delay in the receipt of a licence from CAV UHB.

Project 3a Integrated Radiotherapy Solution (IRS)
The new Halcyon machine is fully operational to full capacity. The LA5 bunker refurbishment works are also in progress and to plan.
There is ongoing work to incorporate the delivery programme for RSC. Programme and governance structure is progressing to plan – approval and implementation of this underway.

The Contract Manager is in post and working with the team to revise and implement the benefits plan and lead the Contract Review meetings with the supplier. The next Contract Management Board is 27th September 2023.

Project 4 Radiotherapy Satellite Centre (RSC)
Joint meetings with ABUHB are progressing well. Revised drawings of the ground floor design changes are in progress. Project Manager and the Satellite Centre Radiotherapy Lead attended a site walkaround on 6th September and were really pleased with progress.

Project 5 Outreach
The Outreach Project is being manged by the Velindre Futures Programme and reports formally via the Velindre Futures Programme Assurance report to EMB.

Project 6 Service Delivery, Transformation & Transition
Transition & Commissioning planning has commenced led by Director of Service Change. Some preparatory work has been undertaken with nVCC and Velindre Futures / VCS Senior Leadership Team to map out the spilt of transition responsibilities and commence a review of the necessary transition projects. Additionally, there are regular detailed discussions with ACORN regarding the phasing and Commissioning programme for the

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initial move into the new nVCC facility. Formal reporting of the transition planning will commence in the Autumn.

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

Area	Status (Trend)	Position	Action	Target Date
Strategic Alignment *(Reviewed Quarterly)*	**Green** **(↔)**	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 CCLG is also refreshing its regional governance arrangements and work Programme to ensure a strategically aligned approach across the region *(see section d) below)*.	The quarterly review of strategic alignment was undertaken in June 2023 and no material change/reason for misalignment are known. Next review in September 2023. CCLG regional approach has now been approved by the SEW Programme Portfolio Oversight Group which includes Cancer as part of a regional planning approach, along with other specialisms such as orthopaedics, diagnostics, stroke, and ophthalmology.	**Dec 2023**
Programme Scope *(Reviewed Quarterly)*	**Amber** **(↔)**	The TCS Programme Scope requires reconfirmation following the implementation of the new Trust governance arrangements.	The responsibility to deliver several projects has now transferred to the Velindre Futures. Further work is being undertaken to align reporting arrangements. The refreshed Tranche Review also contains recommendations regarding confirming the ongoing scope of the programme being considered at EMB in Sept.	**Dec 2023**
Programme Budget *(Reviewed Monthly)*	**N/K**	Finance report not available at time of writing this report but will be submitted to EMB Shape as part of the Transformation section.	N/A	**Oct 2023**
Governance and Approvals *(Reviewed Monthly)*	**Amber** **(↔)**	The Trust is implementing new governance arrangements which have seen the creation of a SCB and the migration of certain projects to Velindre Futures.	See mitigating actions for risk ID R360 *(Projects 'on hold')*, The new governance arrangements have been stood up from April 2023 as agreed by EMB. These will be reviewed alongside the Terms of Reference in Oct 2023 to ensure the new structure is operating as intended.	**Oct 2023**
Progress against Programme Plan *(Reviewed Monthly)*	**Amber** **(↔)**	The Programme is currently performing to its approved plan for project 3a (now under Velindre Futures), but there is an anticipated delay of c.10 weeks in Project 4. The implications of this delay are currently being worked through. Projects 1 & 2 have experienced a range of risks and issues which have	Project Risk activities usually overseen by the TCS Planner/ Risk Advisor are now being undertaken by the Project teams.	**Regularly monitored**

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		impacted upon the project plan, and Project 2 financial close dates.		
Processes for Managing Risks and Issues *(Reviewed Monthly)*	**Amber (↔)**	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. Given the scale, maturity, and complexity of the Programme the level of risk is relatively stable and commensurate with the activities being undertaken. See more detailed risk and issue review in sections I and J.	The TCS Planner/ Risk Advisor has left the Trust as of the end of July. Interim arrangements are in place to ensure continuity of risk reporting;	**Regularly monitored**
Benefits *(Reviewed Quarterly in Tranche 2)*	**Amber (↔)**	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. As with risk and issues above, the disparate nature of the programme means tracking benefits is increasing complex without clear line of sight reporting and a clear scope and mandate of the programme.	Benefits Realisation Plan has been reviewed with no changes.	As per Benefits Realisation Plans within Programme and project business cases

d) *External Programme Stakeholder Communication & Engagement*

The SE Wales Collaborative Cancer Leadership Group (CCLG)

In 2019, the four South-East Wales Health Boards and Velindre University NHS Trust, in conjunction with other stakeholders including Public Health Wales and the Wales Cancer Network (WCN), established the South-East Wales Collaborative Cancer Leadership Group (CCLG). The CCLG was established to oversee Collaborative Cancer Programmes across the South-East Wales region, providing leadership and coordination with a focus on benefit delivery for patients.

In early 2023, Cardiff and Vale UHB, Cwm Taf Morgannwg UHB, Aneurin Bevan UHB and Velindre NHS University Trust Chief Executives agreed to consider aligning the regional cancer planning agenda currently taking place via the CCLG with the wider regional planning arrangements delivered through the Southeast Wales Regional Oversight Board in order to further optimise regional collaboration.

SE Wales CEO's have subsequently agreed the proposal to include the CCLG (described as a SE Wales Cancer Programme) within the SE Wales Regional Portfolio Delivery Board alongside regional programmes for orthopaedics, ophthalmology, diagnostics, and stroke.

This arrangement commenced in August 2023 although the SE Wales Cancer Programme Board has not been stood up yet as programme resources are currently being identified to manage it.

It is envisaged that the regional cancer programme will be develop through the same process adopted by the other regional programmes. This is likely to include a series of collaborative regional workshops to design, develop, articulate, and prioritise the future cancer programme (and the development of an associated regional delivery plan). It is anticipated that these new arrangements will commence late 2023.

Please see also separate Communication and Engagement paper for a detailed update on comms & engagement activities.

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

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

f) *Programme Benefits Realisation*

3.1   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).

3.2   The Programme is now transitioning into the implementation phase, and this will allow the anticipated benefits to start to be realised.

3.3   A Programme benefits realisation plan is in place which is monitored. The status of benefits across the Programmes' projects can be seen in the Table below and there have been no changes from the previous reporting period:

Programme or Project	Not Required Currently	Deliverables set out in Project Brief	Benefits Quantified with Owner(s)	Benefits Being Delivered
Programme Overall		⚑	⚑	Still in planning stage
Project 1 - Enabling Works	⚑	⚑	⚑	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, being managed by VF & ABUHB
Project 5 - Outreach		⚑		Still in planning stage, being managed by VF
Project 6 - Service Delivery		⚑		Still in planning stage
Project 7 - Site Decommissioning	⚑	⚑		Still in planning stage

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g) *Project Status*

3.4 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 ↔	*No specific actions identified on Highlight Report.*	*N/A*
Project 2 – nVCC	David Powell	Amber	Red	Green	Green	Red	Amber ↔	*Project to deliver a Recruitment Plan to address Project Resources.*	*Autumn/Winter 2023 – In line with FBC approval*
Project 3a – IRS	Cath O'Brien	Amber	Green	Green	Green	Amber	Amber ↑	*No specific actions identified on Highlight Report*	N/A
Project 4 – RSC	Jason Hoskins	Green	Green	Green	Green	Green	Green ↔	*Updates for the RSC Project are also noted in the Velindre Futures Assurance Report.* *Some delay is anticipated in the project timeline, however the project is reporting 'Green' whilst the impact is being worked through.*	N/A
Project 5 – Outreach		*Updates for the Outreach Project are noted in the Velindre Futures Assurance Report*						*N/A*	N/A
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 March PDB meeting to transfer this project to Velindre Futures Programme. Highlight reporting arrangements to comment from Oct 2023.*	October 2023
Project 7 – Site Decommissioning	David Powell	To commence 12-18 months prior to opening of nVCC					N/A	*N/A*	N/A

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h) ***Programme Master Plan and Critical Path***

3.5 The Programme Master Plan sets out the key activities and milestones across the Projects and Programme allowing for greater understanding of the various dependencies / enablers and is reviewed monthly to ensure ongoing ownership and management of the milestones and dependencies. The master programme is a dynamic and evolving plan and takes account of the evolving nature of the projects. It is expected that this can be undertaken in the next reporting period as updated key dates become more clear as a result of ongoing discussions with WG, HSB, NRW and Acorn.

3.6 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:

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.	R206 / I063 / R428 / R439	Due to the nVCC Financial Close the likelihood of the Northern Access being available for start of construction is now currently looking more likely than not. As a result, the status of this dependency has de-escalated, with the likelihood now rated 'Possible' and the impact 'Moderate'. Both the Water Main diversion works is ongoing, and the McDonalds layby consent has completed in this reporting period and a result this dependency remains stable.	**AMBER** ↔
Project 1 EW – Velindre EW Main Contract	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	R395 / R400 / R403	The Northern Access completion continues to be estimated to be at a 6-month from the original date, however works are progressing well and on schedule to meet re-casted completion date. In relation to the Northern Access, the likelihood of this scenario has reduced to 'Possible' and the impact remains at 'Moderate'.	**AMBER** ↔

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	extension in overall construction time and potentially ultimate completion and opening of the nVCC and wider Programme activity including the IRS Implementation.			
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.	R438	The approval of the McDonalds layby planning application has been completed in this reporting period. A new risk has been raised relating to potential planning matters. Based on the latest status regarding the outstanding Planning matters the likelihood of this dependency scenario would currently remain as 'Possible' and the impact 'Moderate'.	**AMBER** ↔

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    i) Programme Risks – from – 7th August – 6th September 2023.

3.7   As part of the monthly reporting cycle for the Transforming Cancer Services Programme 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	Not completed as post holder left Trust and no replacement as yet. Interim arrangements in place from 10/8/23.
Risks sorted and Risk Owners asked to review and update by deadline	Partially Completed as no Project Boards in Aug.
Updated Project Risk Registers received from Risk Owners and/or meeting held with Risk Owners and Risk Advisor to review and update	Completed
Programme Risk & Issues Register Updated	Completed
Change Log Updated	Completed
Datix Updated	Completed
Data & updates from Projects & Risk Owners analysed and input into PDR where required (also check back with Risk Owners for clarification where required)	
Extract report from Datix for Risk appendices	Completed
Complete manual updates to Risk and Issues appendices to ensure requirements and accuracy met for EMB & PSSC	Completed
Check of Risk & Issues appendices to ensure all data is accurate as per reporting period timescale	Completed

3.8   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 B** to this report.

3.9   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.

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Inherent → Current Ratings					
	Likelihood				
Impact	5. Certain	4. Likely	3. Possible	2. Unlikely	1.Rare
5. Catastrophic	11 → 4				
4. Major					
3. Moderate		52 → 42			
2. Minor			21 → 31		
1. Insignificant				0 → 6	

3.10 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	1	4	2	5	0	12
Issues	2	1	0	0	0	3

3.11 Please note that in accordance with the updated Corporate Risk Appetite Framework and the Risk Domain levels associated with the Programme and Project Risks **Appendix C** to this report will provide the risks with a current rating score of '15' and above for corporate reporting and escalation

3.12 All risks which require escalation in accordance with the Trust Risk Management Framework (current rating '15' and above) are also input and updated on the Datix system.

3.13 There have been 0 new risks with a rating of 15 and above across the programme and projects during this reporting period.

3.14 There have been 0 risks with a rating of 15 and above that have escalated within this reporting period.

j. Programme Issues

3.15 The current relevant Issues Register can be seen at Appendix D to this report.

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Programme Look Forward

3.16   The key milestones expected within the upcoming months:

Milestone	Project	Date	Critical Path
September 2023			
Issue FBC to WG Discussions ongoing regarding final date for FBC	2	~~w/c 15th May~~ end of September/October 2023	Y
October 2023			
Completion of Northern Access Bridge	1	Sept/Oct 2023	Y
WG Approval of FBC Discussions ongoing regarding final date for FBC	2	~~28th Feb~~ Oct 2023	Y

4.   SUMMARY OF MATTERS FOR CONSIDERATION

The TCS Scrutiny Sub-Committee is asked to note the contents of the TCS Programme Director's Report and note the Amber DCA rating.

5.   IMPACT ASSESSMENT

TRUST STRATEGIC GOAL(S)
Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals: YES - Select Relevant Goals below
If yes - please select all relevant goals: • Outstanding for quality, safety and experience   ☒ • An internationally renowned provider of exceptional clinical services   ☒   that always meet, and routinely exceed expectations

• A beacon for research, development and innovation in our stated areas of priority	☒
• An established 'University' Trust which provides highly valued knowledge for learning for all.	☒
• A sustainable organisation that plays its part in creating a better future for people across the globe	☒

RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF) *For more information:* [STRATEGIC RISK DESCRIPTIONS](#)	Choose an item All TCS risks 15 and above are escalated on the Trust risk register
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Select all relevant domains below
	Safe ☒ Timely ☒ Effective ☒ Equitable ☒ Efficient ☒ Patient Centred ☒
	The implementation of the Trusts Clinical Operating Model as set out in the TCS programme will impact on all of the above metrics.
SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED: *For more information:* https://www.gov.wales/socio-economic-duty-overview	Not required
	[In this section, explain in no more than 3 succinct points why an assessment is not considered applicable or has not been completed]. Click or tap here to enter text

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TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT	Choose an item
	If more than one Well-being Goal applies please list below:
	The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated
	If more than one wellbeing goal applies please list below: Click or tap here to enter text
FINANCIAL IMPLICATIONS / IMPACT	Yes - please Include further detail below, including funding stream
	The implementation of the TCS Clinical Operating model requires substantial investment in infrastructure to support clinical delivery. This has been broken down into a range of business cases and requires a mixture of Government, Commissioner and Trust Funding. Including innovative funding from the Welsh Government Mutual Investment Model. **Source of Funding**: Other (please explain) Please explain if 'other' source of funding selected: Mutual Investment Model **Type of Funding:** **Revenue** **Scale of Change** Please detail the value of revenue and/or capital impact: **Type of Change**

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	Major Programme
	Please explain if 'other' source of funding selected:
	Click or tap here to enter text
EQUALITY IMPACT ASSESSMENT *For more information:* https://nhswales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.aspx	Yes - please outline what, if any, actions were taken as a result
	The TCS Programme has an existing Equality Impact Assessment
ADDITIONAL LEGAL IMPLICATIONS / IMPACT	Yes (Include further detail below)
	Click or tap here to enter text
	There are multiple commercial contracts required to deliver the infrastructure elements of the TCS Programme.

6. RISKS

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

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

Appendix A – Delivery Confidence Assessment

Colour	Criteria Description
(green)	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.
(green/amber)	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
(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/red)	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.
(red)	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.

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

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Issue	Date Raised	Prog / nVCC Proj	Owner	Description (cause)	Description (effect)	Priority (High, Med, Low)	Reported by	Reported to	Status (what is being done about this issue?)	Target issue resolution Date
I092		Enabling Works	Alex Bowles	**Asda S278 Land Ownership** There is a delay to the agreement of the S278 due to an area of land owned by the Secretary of State for Wales that requires transferring.	This will cause a delay to the completion of the S278 agreement. Therefore, delay to completion of the S278 works.	**Medium**	Dawn Cudlip	nVCC and Enabling Works Project Board	1. VUNHST to de-couple the S278 package of works from the Walters/Asda contract. These will become a stand-alone works package. **Ongoing** 2. VUNHST negotiating the current DA with Asda to ensure construction access remains whilst the S278 works continue. **Ongoing**	Nov-23