

# Public Transforming Cancer Services Programme Scrutiny Sub-Committee

Thu 20 April 2023, 13:30 - 15:00

Via Microsoft Teams



## Agenda

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### 1. STANDARD BUSINESS

#### 1.1. Welcome and Introductions

*Chair: Stephen Harries*

#### 1.2. Apologies for Absence

*Chair: Stephen Harries*


#### 1.3. Declarations of Interest

*Chair: Stephen Harries*

#### 1.4. Minutes of the Sub-Committee Meeting held on 23rd March 2023

*Chair: Stephen Harries*

To approve

 PUBLIC TCS Programme Scrutiny Sub-Committee Minutes 23.03.23-LF.pdf (4 pages)

#### 1.5. Action Log

*Chair: Stephen Harries*

To approve

 PUBLIC TCS Programme Scrutiny Sub-Committee Action Log 23.03.23 -LF.pdf (3 pages)


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### 2. PROGRAMME GOVERNANCE

#### 2.1. Communications & Engagement

*Non Gwilym*

To note

 2.1 April TCS Scrutiny Comms and Engagement paper.pdf (10 pages)

 2.1 nVCC Staff Feedback and Hub.pdf (9 pages)

#### 2.2. TCS Programme Finance Report

*Mark Ash*

To note

 2.2 TCS Scrutiny Finance Report (March 2023) - Cover Paper.pdf (4 pages)

 2.2a TCS Scrutiny Finance Report (March 2023) - Main Report.pdf (17 pages)

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### 3. PROGRAMME DELIVERY

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### 3.1. Programme Director's Report

*Gavin Bryce*

To note

- 3.1 TCS Programme Directors Report\_PDB\_April 23 d0.2 - PUBLIC.pdf (23 pages)
- 3.1 Appendix B\_Risk Issues Checklist\_SC\_April 23\_Public.xlsx (1 pages)

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## 4. CAPITAL PROJECTS HIGHLIGHT REPORTS FOR CONSENT

\*The below highlight reports were added in error and have subsequently been removed\*

### 4.1. Project 1 - Enabling Works Highlight Report

*David Powell*

To note

### 4.2. Project 2 - nVCC Highlight Report

*David Powell*

To note

### 4.3. Project 3 - IRS Implementation Highlight Report

*Cath O'Brien*

To note

### 4.4. Project 4 - RSC Highlight Report

*Andrea Hague*

To note

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## 5. ANY OTHER BUSINESS

*Chair: Stephen Harries*

Prior agreement of the Chair required

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## 6. REVIEW OF THE MEETING

*Chair: Stephen Harries*

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## 7. DATE & TIME OF NEXT MEETING

Thursday 18th May 2023 at 10.00-11.30am

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

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

**MINUTES OF THE MEETING HELD**  
**23<sup>rd</sup> March 2023 at 10.00-11.00am**  
**Trust Headquarters, Nantgarw**  
**(via Teams)**

**Members Present:**

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

**In attendance:**

Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Dr Jacinta Abraham (JA)	Executive Medical Director
David Powell (DP)	TCS Project Director
Non Gwilym (NG)	Assistant Director Communications and Engagement
Huw Llewellyn (HL)	Director of Commercial and Strategic Partnerships
Andrea Hague (AH)	Director of Service Transformation
Mark Ash (MA)	Assistant Director of Finance
Matthew Bunce (MB)	Executive Director of Finance
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Cory Davies (CD)	Project and Programme Co-ordinator
Liane Webber (LW)	Secretariat/Business Support Officer

**Apologies:**

Steve Ham (SHam)	Trust Chief Executive
Gavin Bryce (GB)	Planning Performance Programme Manager
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Cath O'Brien (COB)	Chief Operating Officer
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists

1.0	STANDARD BUSINESS	ACTION
1.1	<b>Welcome &amp; Introductions</b>  SH welcomed attendees to the meeting.	
1.2	<b>Apologies for Absence</b>  Apologies were noted as above.	
1.3	<b>Declarations of Interest</b>  No declarations of interest were received.	



1.4	<b>Minutes of the Sub-Committee Meeting held on 26<sup>th</sup> January 2023</b>  The minutes of the meeting held on 26 <sup>th</sup> January 2023 were confirmed as an accurate record.	
1.5	<b>Action Log</b>  It was noted that many of the actions relate to the receipt of the Programme Tranche Report which it was agreed will be brought to a meeting of the TCS Scrutiny Sub-Committee, the timing of which would be confirmed in the April meeting. GJ noted that the target dates require review as they are now out of date.  The Sub-Committee <b>approved</b> the action log.	<b>LF</b>
2.0	<b>PROGRAMME GOVERNANCE</b>	
2.1	<b>Communications &amp; Engagement</b>  LF presented the Communications and Engagement update and the following points were raised: <ul style="list-style-type: none"><li>DM highlighted the lack of public attendance at the community engagement events and requested that this be closely kept under review due to the associated commitments of holding such events.</li><li>The staff survey was discussed at length and it was noted that there are many staff engagement events, the data from which will not have been included in the results. NG to discuss with the team how to pull all of the data together and present it in an efficient and effective manner.</li></ul> The Sub-Committee <b>noted</b> the Communications and Engagement update.	<b>NG</b>
2.2	<b>TCS Programme Finance Report</b>  MA outlined the TCS Programme Finance Report which was discussed as follows: <ul style="list-style-type: none"><li>GJ highlighted the request for funding from Welsh Government, noting that this would not be received by year end and sought clarity on the financial commitment for the Trust in the interim. MA advised that from 1<sup>st</sup> April c£10m will be available from the Enabling Works which could release funds to be replenished upon receipt of Welsh Government funding. GJ raised concern of the potential risk should the full amount not be signed off by Welsh Government, however MB explained that WG are fully cited on the request and that the potential for risk was unlikely. MA and MB to meet with WG to gain more clarity around the governance view and provide formal update at the next meeting.</li></ul> The Sub-Committee <b>noted</b> the TCS Programme Finance Report.	<b>MB/MA</b>

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3.0	<b>PROGRAMME DELIVERY</b>	
3.1	<b>Programme Director's Report</b>  CJ gave a brief summary of the Programme Director's Report which was discussed as follows: <ul style="list-style-type: none"><li>DM queried the timescale of the Northern Access restriction arising from Asda potentially not completing on time. DP gave a brief explanation and it was noted that the development agreement states that the Northern Access route would not be permitted until the highway works are completed next year.</li><li>GJ requested an update to the Public Right of Way Determination on Page 7 which states that a deadline of 13<sup>th</sup> March had been set. LF clarified that the date was a self-imposed deadline, does not hold any particular significance in terms of being a statutory period and does not affect the impact on critical path.</li></ul> The Sub-Committee <b>noted</b> the Programme Director's Report.	
4.0	<b>PROJECT DELIVERY</b>	
4.1	<b>Project 2</b>	
4.1.1	<b>Full Business Case Commercial Case Progress Update</b>  MA gave a verbal update. It was noted that the FBC Commercial Case is currently being updated and is expected to be shared with Board members next week.  The Sub-Committee <b>noted</b> the Full Business Case Commercial Case Progress Update.	
4.1.2	<b>Prep for Gateway Review – Gate 3</b>  The Sub-Committee <b>noted</b> the Prep for Gateway Review – Gate 3.	
4.2	<b>Project 4</b>	
4.2.1	<b>Radiotherapy Satellite Centre (RSC) Update</b>  The Sub-Committee <b>noted</b> the RSC Update.	
5.0	<b>ANY OTHER BUSINESS</b>	
	There were no additional items of business brought for discussion.	
8.0	<b>REVIEW OF THE MEETING</b>	
	There were no additional comments or questions.	



9.0	DATE & TIME OF NEXT MEETING	
	The next meeting of the Sub-Committee will be held on Thursday 20 <sup>th</sup> April at 1.30-3.00pm.	

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## TCS Programme Scrutiny Sub-Committee

March 2023

### Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
120	<p><b>Multiple actions linked to work on Programme Tranche Report – in Appendix below</b></p> <p>120 121 122 130</p>	Cath O'Brien / Sarah Morley/ Steve Ham	22/03/2022	20/07/2023	<ul style="list-style-type: none"> <li>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</li> </ul>	<b>OPEN</b> <i>(To be addressed in line with Programme Tranche Report)</i>
137	<p><b>Comms &amp; Engagement</b></p> <p>The staff survey was discussed at length and it was noted that there are many staff engagement events, the data from which will not have been included in the results. NG to discuss with the team how to pull all of the data together and present it in an efficient and effective manner.</p>	Non Gwilym	23/03/23	18/05/23	<ul style="list-style-type: none"> <li>Work to consolidate the various sources of staff engagement insight underway and will be brought together in the May paper onwards</li> </ul>	<b>OPEN</b>
138	<p>GJ raised concern of the potential risk should the full amount of funding not be signed off by Welsh Government, however MB explained that WG are fully cited on the request and that the potential for risk was unlikely. MA and MB to meet with WG to gain more clarity</p>	Matt Bunce/ Mark Ash	23/03/23	20/04/24	<ul style="list-style-type: none"> <li>To be covered as part of Finance update during 20<sup>th</sup> April meeting</li> </ul>	<b>OPEN</b>



No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	around the governance view and provide formal update at the next meeting.					

**Appendix: Actions related to Programme Tranche Report**

<b>121</b>	<b>TCS Programme Risk Register</b> 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.	<b>Cath O'Brien / Sarah Morley</b>
<b>122</b>	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee, following a discussion in the June Board Development meeting	<b>Steve Ham/ Sarah Morley</b>

**Transforming  
Cancer Services  
in South East Wales**



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Velindre University  
NHS Trust

<b>130</b>	Noted that work is underway to undertake targeted recruitment of key posts which are proving difficult to fill work with a Recruitment Marketing Agency in order to support us in doing this. Agreed to add to the agenda as a separate item at an upcoming meeting with accompanying paper detailing current needs vs baseline, etc.	<b>Sarah Morley</b>
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# TCS PROGRAMME SCRUTINY SUB-COMMITTEE

## Communications and Engagement Update

DATE OF MEETING	20 April 2023						
PUBLIC OR PRIVATE REPORT	Public						
IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report						
REPORT PURPOSE	INFORMATION / NOTING						
PREPARED BY	THOMAS DEACON, SENIOR COMMUNICATIONS MANAGER						
PRESENTED BY	THOMAS DEACON, SENIOR COMMUNICATIONS MANAGER						
EXECUTIVE SPONSOR APPROVED	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 TCS programme during the reporting period.						
RECOMMENDATION / ACTIONS	The Sub-Committee is asked to note the paper.						
Level 7	Level 6	Level 5	Level 4	Level 3	Level 2	Level 1	Level 0
ASSURANCE RATING ASSESSED BY EXECUTIVE SPONSOR							

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## COMMITTEE / GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING

COMMITTEE OR GROUP	DATE
Strategic Capital Board	13/04/23

## SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS

PAPER NOTED

## ACRONYMS

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## APPENDICES

Appendix A	Latest staff feedback from intranet survey
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### 1. SITUATION

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

### 2. COMMUNICATIONS

#### 2.1 Proactive digital communications

##### ***Vegetation clearance works***

Messaging was issued via social media and sent to local stakeholders ahead of vegetation and tree clearance works near the nVCC site. Comms were issued twice after the work was delayed and took place on March 24. Feedback from social media users was positive and no negative correspondence was received.

##### ***Spring Jambori***

Comms were issued to all local stakeholders and shared on social media promoting the Spring Jambori. The post highlighted the event running on April 5-6 and April 11, 12 and 13 and what activities would be available. All feedback received was positive.

## 2.2 Media queries

### ***Comment issued regarding Sacyr business activities***

During the reporting period we received one request for comment from the media. The request came from the Western Mail on receiving a press release from Save the Northern Meadows. The press release highlights a legal case regarding Sacyr's business activities in Spain. The following response was issued:

"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 south Wales over the coming decades. The successful participant to develop the new centre was appointed following robust due diligence as part of a procurement process undertaken in line with UK and Welsh Government policy."

### ***Comment issued following Cardiff Council Planning Committee meeting***

Following Cardiff Council's Planning Committee meeting on March 16 both Wales Online and Nation Cymru published articles based on one nVCC protester singing during the meeting. Neither publication approached the Trust for a comment before publishing and both articles featured negative claims about the nVCC. We contacted both with the below comment and both articles were republished with it included:

"We welcome the planning decision by Cardiff Council and look forward to continuing our work to develop the new Velindre Cancer Centre. The new Velindre Cancer Centre is vital in safeguarding the provision of crucial cancer treatment and care for the 1.5 million people of south Wales over the coming decades. It will support the region in improving the quality of care, patient experience and outcomes. The new Velindre Cancer Centre will ensure we keep pace with increasing demand as the number of people referred to us with cancer grows every year."

## 2.3 Correspondence

### ***Whitchurch Hospital grounds mail-drop***

A mail-drop to almost 50 properties was issued on March 30 ahead of works near Whitchurch Hospital grounds. The work took place on April 1 and 2 and involved our contractors working on the temporary construction access route. The letter detailed the nature of the work, including surfacing works to the highway of the TCAR area including some cutting and breaking up of existing tarmac over short durations, and advising that access to the Whitchurch Hospital grounds will be closed during the work. Staff communications had previously been issued on the intranet advising that the carpark would be closed during the works.

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

The number of correspondence received continues to decline and the main themes of correspondence received during the reporting period include:

- Air quality concerns near the nVCC site
- The use of the emergency access route

## **2.4 Integrated Radiotherapy and Radiotherapy Satellite Centre Communications**

We have finalised 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.

The plan also includes a detailed content strategy

## **3. ENGAGEMENT**

### **Staff engagement**

Several initiatives to engage staff around the nVCC are now underway. Un Peth Bach – Just One Thing has been underway for more than three weeks and has so far focused on staff facilities. A large number of staff members, and patients, have been spoken to and valuable feedback has been received both verbally and via the dedicated online staff feedback form.

Pop-up events will be held in in the VCC café where we will share regular updates on what's happening in the nVCC project.

Some of the key themes and topics raised so far include:

- Will staff have a separate canteen to patients
- Same sex changing/toilet facilities
- Car parking
- What will staff offices and admin spaces will look like
- Quiet spaces for working and private conversations with staff/patients
- Requests for other facilities including a staff gym

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The staff survey remains 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. The latest responses are attached as **Appendix A** and a summary of the responses are:

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

### ***Resident drop in***

A resident drop-in event was held on March 29 at Whitchurch Library. Members of the team from enabling works, the communications and engagement team, a Walters representative and Richard Coe were in attendance. Questions raised by members of the public included:

- Residents requesting more information on any upcoming exceptional heavy loads and the expected number of HGV/lorries we expect during the nVCC build
- Would the MIM contractors be expected to observe the same embargo times as the EW contractors
- How much construction traffic is expected to use the Asda bridge route
- Means of communicating with those not using digital channels

At time of writing, we are in the process of collating this information to be sent to the enquiring residents via email.

The event was widely publicised across social media and among stakeholders.

The next scheduled drop-in event is 27 April. Current arrangements will be reviewed after this fourth event in advance of further promotion from May onwards.

Meetings were held with individual members of the public and representatives from some local groups during this time.

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### The Easter Jamboree



The easter jamboree events are underway. The events planned include a Fundraising Ambassador's Event which was attended by Fundraising Ambassadors, Julie Morgan MS and the Trust Board Chair Donna Mead. We will host easter and spring crafts for all the family and information sharing session with Hedgehog Helpline Cymru before the end of the easter holidays.

## 4. NEXT MONTH

- Finalising a digital and print newsletter strategy
- Filming a series of videos promoting the TCS programme is scheduled to take place on April 18, 24, 25, and 26
- 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
- Communications support for the enabling works project over the coming weeks
- Holding a further resident drop-in meeting on April 27
- Continuation of Un Peth Bach initiative
- Launch of the Community Panel

## 5. RISKS

ARE THERE RELATED RISK(S) FOR THIS MATTER	Choose an item.
WHAT IS THE RISK?	
WHAT IS THE CURRENT RISK SCORE	
HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?	
BY WHEN?	



<b>ARE THERE ANY BARRIERS TO IMPLEMENTATION?</b>	Choose an item.
<b>All risks must be evidenced and consistent with those recorded in Datix</b>	

## 6. SUMMARY OF MATTERS FOR CONSIDERATION

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

## 7. IMPACT ASSESSMENT

<b>RELATED STRATEGIC TRUST ASSURANCE FRAMEWORK RISK</b>	Choose an item.
<b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>	Choose an item.
	Safe <input type="checkbox"/> Timely <input type="checkbox"/> Effective <input type="checkbox"/> Equitable <input type="checkbox"/> Efficient <input type="checkbox"/> Patient Centered <input type="checkbox"/>
	Please include narrative to explain the selected domain. Click or tap here to enter text.
	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).
<b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED</b>	Choose an item.
	Click or tap here to enter text.
<b>TRUST WELL-BEING GOAL IMPLICATIONS/IMPACT</b>	Choose an item.
	If more than one Well-being Goal applies please list below:



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

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

	The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated
	If more than one strategic risk applies please list below: Click or tap here to enter text.
<b>FINANCIAL IMPLICATIONS / IMPACT</b>	
	Choose an item.
	This section should outline the financial resource requirements in terms of revenue and / or capital implications that will result from the Matters for Consideration and any associated Business Case.  Narrative in this section should be clear on the following:  <b>Source of Funding:</b> Choose an item. Please explain if 'other' source of funding selected: Click or tap here to enter text.
	<b>Type of Funding:</b> Choose an item.
	<b>Scale of Change</b> Please detail the value of revenue and/or capital impact: Click or tap here to enter text.
<b>EQUALITY IMPACT ASSESSMENT COMPLETED</b>	<b>Type of Change</b> Choose an item. Please explain if 'other' source of funding selected: Click or tap here to enter text.
	Choose an item. Click or tap here to enter text.

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GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

**ADDITIONAL LEGAL  
IMPLICATIONS / IMPACT  
7**

Choose an item.

Click or tap here to enter text.

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## APPENDIX 1

### Detailed Definitions of 7 Levels of Evaluation to Determine RAG Rating / Operational Assurance and Summary Statements of 7 Levels

RAG rating	ACTIONS	OUTCOMES	RAG rating	SUMMARY STATEMENTS OF 7 LEVELS
<b>Level 7</b>	Comprehensive actions identified and agreed upon to address specific performance concerns AND recognition of systemic causes/reasons for performance variation.	Evidence of delivery of the majority or all of the agreed actions, with clear evidence of the achievement of desired outcomes over a defined period of time i.e., 3 months.	<b>7</b>	Improvements sustained over time - BAU
<b>Level 6</b>	Comprehensive actions identified and agreed upon to address specific performance concerns AND recognition of systemic causes/reasons for performance variation.	Evidence of delivery of the majority or all of the agreed actions, with clear evidence of the achievement also of desired outcomes.	<b>6</b>	Outcomes realised in full
<b>Level 5</b>	Comprehensive actions identified and agreed upon to address specific performance concerns AND recognition of systemic causes/reasons for performance variation.	Evidence of delivery of the majority or all of the agreed actions, with little or no evidence of the achievement of desired outcomes.	<b>5</b>	Majority of actions implemented; outcomes not realised as intended
<b>Level 4</b>	Comprehensive actions identified and agreed upon to address specific performance concerns AND recognition of systemic causes/reasons for performance variation.	Evidence of several agreed actions being delivered, with little or no evidence of the achievement of desired outcomes.	<b>4</b>	Increased extent of impact from actions
<b>Level 3</b>	Comprehensive actions identified and agreed upon to address specific performance concerns AND recognition of systemic causes/reasons for performance variation.	Some measurable impact evident from actions initially taken AND an emerging clarity of outcomes sought to determine sustainability, with agreed measures to evidence improvement.	<b>3</b>	Actions for symptomatic, contributory and root causes. Impact from actions and emerging outcomes
<b>Level 2</b>	Comprehensive actions identified and agreed upon to address specific performance concerns.	Some measurable impact evident from actions initially taken.	<b>2</b>	Symptomatic issues being addressed
<b>Level 1</b>	Initial actions agreed upon, these focused upon directly addressing specific performance concerns.	Outcomes sought being defined. No improvements yet evident.	<b>1</b>	Actions for symptomatic issues, no defined outcomes
<b>Level 0</b>	Emerging actions not yet agreed with all relevant parties.	No improvements evident.	<b>0</b>	Enthusiasm, no robust plan

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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

Survey: nVCC Hub, nVCC Staff Feedback

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

End Date: 2023-04-01 23:59:59

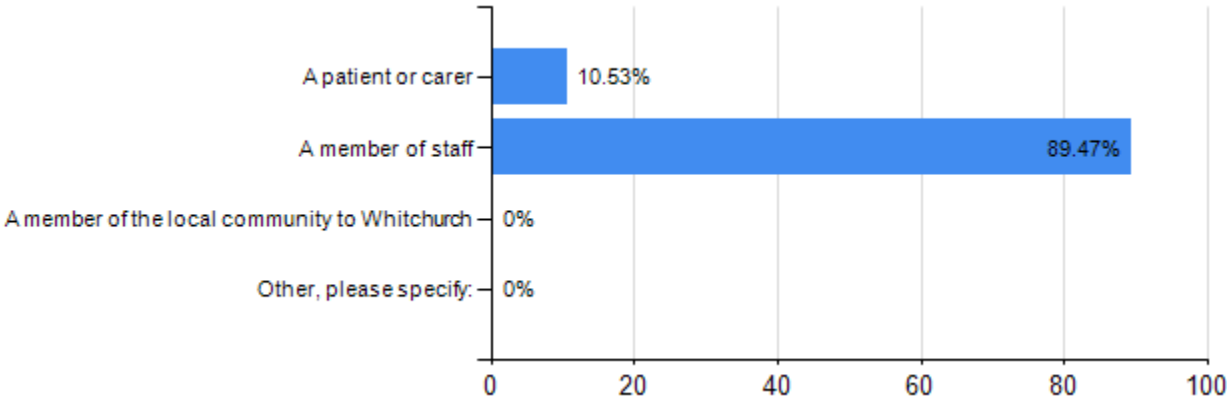


### Results from: nVCC

#### Question 1: I am

Survey: nVCC Hub

Available Answers	Responses	Score (%)
A patient or carer	2	10.53%
A member of staff	17	89.47%
A member of the local community to Whitchurch	0	0.00%
Other, please specify:	0	0.00%
Total	19	100%



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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results



Total Respondents: 82

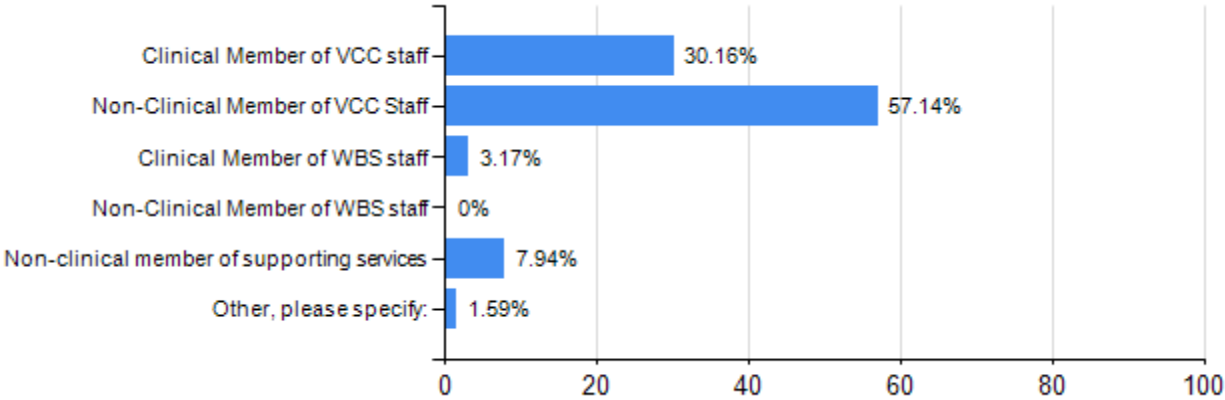
Survey: nVCC Hub, nVCC Staff Feedback

Start Date: 2023-01-01 00:00:00      End Date: 2023-04-01 23:59:59

Question 1: Are you a:

Survey: nVCC Staff Feedback

Available Answers	Responses	Score (%)
Clinical Member of VCC staff	19	30.16%
Non-Clinical Member of VCC Staff	36	57.14%
Clinical Member of WBS staff	2	3.17%
Non-Clinical Member of WBS staff	0	0.00%
Non-clinical member of supporting services	5	7.94%
Other, please specify:	1	1.59%
Total	63	100%



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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

Survey: nVCC Hub, nVCC Staff Feedback

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

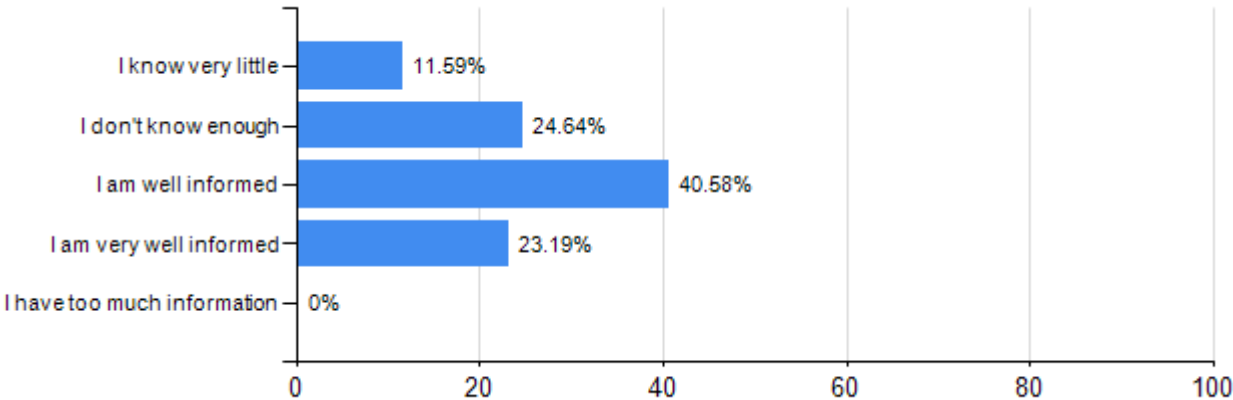
End Date: 2023-04-01 23:59:59



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

Survey: nVCC Hub , nVCC Staff Feedback

Available Answers	Responses	Score (%)
I know very little	8	11.59%
I don't know enough	17	24.64%
I am well informed	28	40.58%
I am very well informed	16	23.19%
I have too much information	0	0.00%
Total	69	100%



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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

Survey: nVCC Hub, nVCC Staff Feedback

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

End Date: 2023-04-01 23:59:59



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

Survey: nVCC Staff Feedback

Available Answers	Responses	Score (%)
Through digital channels like social media and the website	36	64.29%
Through my manager	18	32.14%
In-person events	7	12.50%
Through articles or stories in the media e.g. BBC Wales Wales Online my local newspaper	7	12.50%
Virtual Zoom or TEAMS events	21	37.50%
Leaflets or printed material I can pick up at my convenience	8	14.29%
Staff newsletters	39	69.64%
Total	56	100%



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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

Survey: nVCC Hub, nVCC Staff Feedback

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

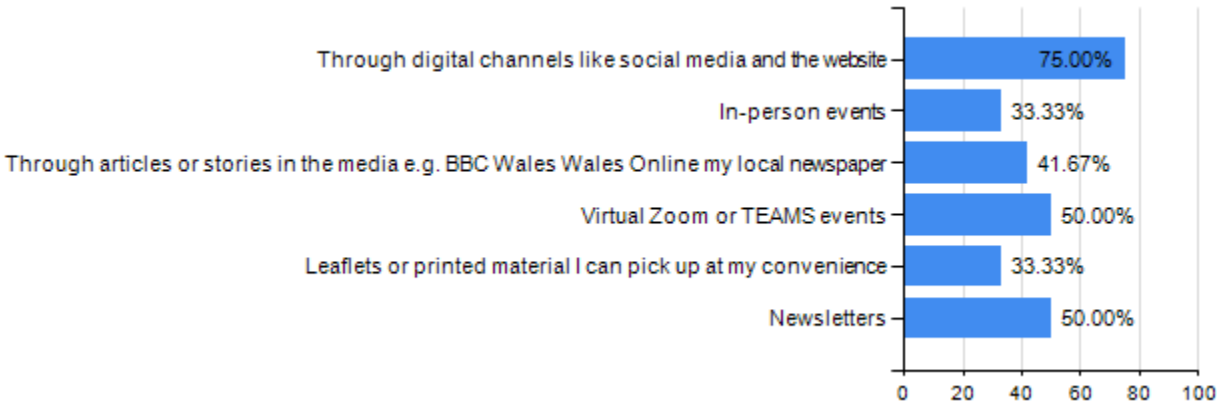
End Date: 2023-04-01 23:59:59



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

Survey: nVCC Hub

Available Answers	Responses	Score (%)
Through digital channels like social media and the website	9	75.00%
In-person events	4	33.33%
Through articles or stories in the media e.g. BBC Wales Wales Online my local newspaper	5	41.67%
Virtual Zoom or TEAMS events	6	50.00%
Leaflets or printed material I can pick up at my convenience	4	33.33%
Newsletters	6	50.00%
Total	12	100%



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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results



Total Respondents: 82

**Survey:** nVCC Hub, nVCC Staff Feedback

**Start Date:** 2023-01-01 00:00:00      **End Date:** 2023-04-01 23:59:59

**Question 4:** The local community in Whitchurch

Survey: nVCC Hub , nVCC Staff Feedback

Available Answers	Responses	Score (%)
1	9	13.85%
2	11	16.92%
3	23	35.38%
4	8	12.31%
5	15	23.08%
Total	65	100%

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

Survey: nVCC Hub , nVCC Staff Feedback

Available Answers	Responses	Score (%)
1	1	1.56%
2	1	1.56%
3	8	12.50%
4	20	31.25%
5	34	53.13%
Total	64	100%

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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

Survey: nVCC Hub, nVCC Staff Feedback

Start Date: 2023-01-01 00:00:00      End Date: 2023-04-01 23:59:59



### Question 4: Staff who work at the cancer centre

Survey: nVCC Hub , nVCC Staff Feedback

Available Answers	Responses	Score (%)
1	2	3.03%
2	4	6.06%
3	9	13.64%
4	24	36.36%
5	27	40.91%
Total	66	100%

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

Survey: nVCC Hub , nVCC Staff Feedback

Available Answers	Responses	Score (%)
1	0	0.00%
2	1	1.54%
3	6	9.23%
4	14	21.54%
5	44	67.69%
Total	65	100%

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# Survey Summary Report

## Showing: Full Breakdown Analysis of Survey Results



Total Respondents: 82

**Survey:** nVCC Hub, nVCC Staff Feedback

**Start Date:** 2023-01-01 00:00:00      **End Date:** 2023-04-01 23:59:59

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

Survey: nVCC Hub , nVCC Staff Feedback

**Feedback Themes**

- Site of nVCC
- Gender Neutral Spaces
- Staff Parking and Facilities
- Public Transport
- Office Space

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

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

Start Date	2023-01-01 00:00:00
End Date	2023-04-01 23:59:59

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# Survey Summary Report

Showing: Full Breakdown Analysis of Survey Results

Total Respondents: 82

**Survey:** nVCC Hub, nVCC Staff Feedback

**Start Date:** 2023-01-01 00:00:00

**End Date:** 2023-04-01 23:59:59



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## TCS PROGRAMME SCRUTINY SUB-COMMITTEE

### TCS PROGRAMME FINANCE REPORT 2022-23 MARCH 2023

DATE OF MEETING	20 <sup>th</sup> April 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	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
EXECUTIVE SPONSOR APPROVED	Matthew Bunce, Executive Director of Finance

REPORT PURPOSE	FOR NOTING
----------------	------------

COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING		
COMMITTEE OR GROUP	DATE	OUTCOME
Executive Management Board (Shape)	17/04/23	Meeting not held at time of writing

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

## 1. BACKGROUND

- 1.1 The purpose of the accompanying report is to provide a financial update to the TCS Programme Scrutiny Sub-Committee for the financial year 2022-23, outlining the spend against budget as at Month 12 for the full year financial year.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided to the Executive Management Board (Shape), TCS Programme Scrutiny Sub-Committee and Trust Board.

## 2. FINANCIAL SUMMARY AS AT 31<sup>ST</sup> MARCH 2023

- 2.1 The summary financial position for the TCS Programme for the year 2022-23 is provided below.

2.2

Expenditure Type	Outturn	2022-23 Full Year		
		Budget	Outturn	Variance
Capital	£16.801m	£16.801m	£16.801m	£0.000m
Revenue	£0.564m	£0.695m	£0.564m	£0.131m
<b>Total</b>	<b>£17.365m</b>	<b>£17.497m</b>	<b>£17.365m</b>	<b>£0.131m</b>

- 2.3 The overall outturn for the Programme is an underspend of £0.131m for the financial year 2022-23 against a budget of £17.497m.
- 2.4 The Enabling Works final position reflects an underspend of £0.600m, which has supported the nVCC Project. This has been provided from the Enabling Works QRA. The approach has been agreed with WG.
- 2.5 A review of the Enabling Works Project funding requirements during the year has resulted in a total virement of £7.102m from 2022-23 into 2023-24, and £0.305m to the nVCC Project, 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**. The adjustments undertaken by the Enabling Works during 2022-23 are as follows:
- 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;
  - Adjustment of £0.709m in January 2023 – further delay in the Asda works; utilities and Added Value works; and
  - Virement of £0.305m to the nVCC Project.
- 2.6 Following Ministerial approval of the IRS Final Business Case during November 2022, the IRS Procurement Project was closed on 30<sup>th</sup> 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

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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.

- 2.7 A provisional revenue funding of £0.020m towards annual 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 are sufficient resources from within the Programme to cover these costs. Therefore, this additional funding has not been drawn down in 2022-23. These increased costs will however be take into account when forecasting future pay costs.
- 2.8 In February 2023, a non-consolidated pay enhancement of 1½% was awarded to NHS staff in Wales for 2022-23. Revenue funding of £0.021m was provided to the Programme from the WG allocation to the Trust to cover the additional costs. A consolidate pay enhancement of 1½% has also been award in 2022-23, however this will be processed and accounted for in April 2023.
- 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 overall **revenue** budget is now to **£0.695m** for 2022-23.
- 2.10 The Escrow bank account for the Enabling Works Project has yielded interest of £0.107m during 2022-23. This has been treated as revenue income to the Enabling Works Project in March 2023.
- 2.11 There are no outstanding financial risks for the financial year 2022-23.

### 3. IMPACT ASSESSMENT

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



#### 4. RECOMMENDATION

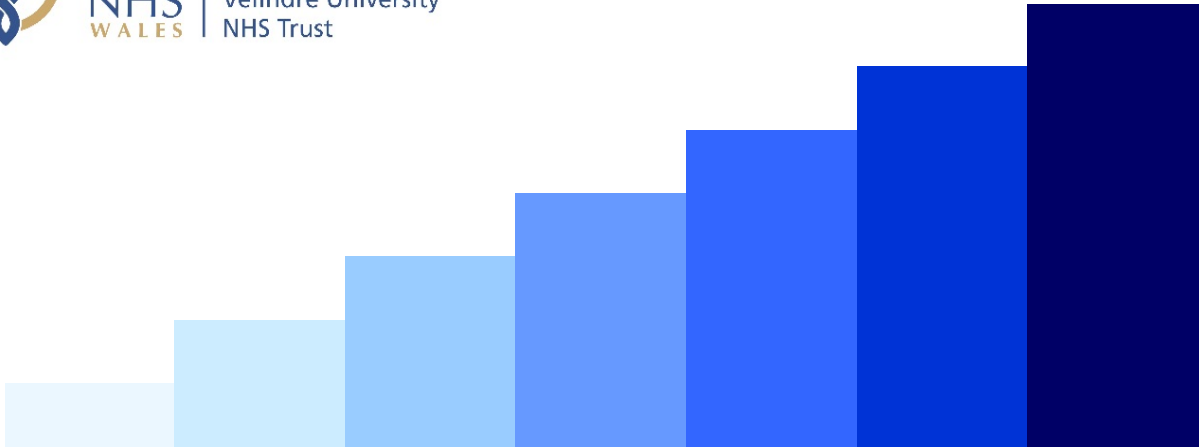
- 4.1 The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2022-23.

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GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust



# **TCS PROGRAMME FINANCE REPORT 2022-23**

**Period Ending March 2023**

**Presented to the  
TCS Programme Scrutiny Sub-Committee on  
20th April 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 against budget.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided regularly to the Executive Management Board, TCS Programme Scrutiny Sub-Committee and Trust Board.

## 2. EXECUTIVE SUMMARY

- 2.1 The summary financial position for the TCS Programme for the year 2022-23 is provided below. A detailed table of budget, spend and variance for the capital and revenue expenditure is provided in Appendix 1.

Expenditure Type	2022-23 Full Year		
	Budget	Outturn	Variance
Capital	£16.801m	£16.801m	£0.000m
Revenue	£0.695m	£0.564m	£0.131m
<b>Total</b>	<b>£17.497m</b>	<b>£17.365m</b>	<b>£0.131m</b>

- 2.2 The overall outturn for the Programme is an underspend of £0.131m for the financial year 2022-23 against a budget of £17.497m.
- 2.3 The Enabling Works final position reflects an underspend of £0.600m, which has supported the nVCC Project. This has been provided from the Enabling Works QRA. The approach has been agreed with WG.
- 2.4 A review of the Enabling Works Project funding requirements during the year has resulted in a total virement of £7.102m from 2022-23 into 2023-24, and £0.305m to the nVCC Project, 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**. The adjustments undertaken by the Enabling Works during 2022-23 are as follows:
- 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;
  - Adjustment of £0.709m in January 2023 – further delay in the Asda works; utilities and Added Value works; and
  - Virement of £0.305m to the nVCC Project.
- 2.5 Following Ministerial approval of the IRS Final Business Case during November 2022, the IRS Procurement Project was closed on 30<sup>th</sup> 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.

- 2.6 A provisional revenue funding of £0.020m towards annual 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 are sufficient resources from within the Programme to cover these costs. Therefore, this additional funding has not been drawn down in 2022-23. These increased costs will however be take into account when forecasting future pay costs.
- 2.7 In February 2023, a non-consolidated pay enhancement of 1½% was awarded to NHS staff in Wales for 2022-23. Revenue funding of £0.021m was provided to the Programme from the WG allocation to the Trust to cover the additional costs. A consolidate pay enhancement of 1½% has also been award in 2022-23, however this will be processed and accounted for in April 2023.
- 2.8 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 overall **revenue** budget is now to **£0.695m** for 2022-23.
- 2.9 The Escrow bank account for the Enabling Works Project has yielded interest of £0.107m during 2022-23. This has been treated as revenue income to the Enabling Works Project in March 2023.
- 2.10 There are no outstanding financial risks for the financial year 2022-23.

### 3. BACKGROUND

- 3.1 In January 2015 the Minister for Health and Social Services approved the initial version of the Strategic Outline Programme 'Transforming Cancer Services in South East Wales'. Following completion of the Key Stage Review in June/July 2015, approval was received from the Minister to proceed to the next stage of the Programme.
- 3.2 By 31<sup>st</sup> March 2022, the Welsh Government (WG) had provided a total of £25.904m funding (£23.283m capital, £2,261m revenue) to support the TCS Programme. In addition, the Trust provided £0.264m from its discretionary capital allocation and £0.111m from non-recurrent revenue funding.
- 3.3 NHS Commissioners agreed in December 2018 to provide annual revenue funding to the Trust to support TCS Programme, with £0.400m provided in 2018/19 and £0.420m thereafter.
- 3.4 The current funding provided to support the TCS Programme in 2022-23 is £17.628m capital and £0.674m revenue, as outlined in Appendix 2. The sources of funding are summarised below.

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**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
<b>Total</b>	<b>£23.902m</b>	<b>£0.434m</b>	<b>£24.336m</b>

**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
<b>Total</b>	<b>-£7.101m</b>	<b>-£0.434m</b>	<b>-£7.535m</b>

**Current Allocation (as at March 2023)**

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
<b>Total</b>	<b>£16.801m</b>	<b>£0m</b>	<b>£16.801m</b>

**Sources of Revenue Funding**  
*Initial Allocation (as at April 2022)*

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0.240m	£0m	£0m	£0.240m
nVCC Project	£0m	£0.073m	£0m	£0.073m
SDT Project	£0.180m	£0.131m	£0m	£0.311m
<b>Total</b>	<b>£0.420m</b>	<b>£0.204m</b>	<b>£0m</b>	<b>£0.624m</b>

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#### Overall Change to Allocation

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0m	£0.060m	£0.005m	£0.065m
nVCC Project	£0m	-£0.010m	£0.015m	£0.005m
SDT Project	£0m	£0m	£0.001m	£0.001m
<b>Total</b>	<b>£0m</b>	<b>£0.065m</b>	<b>£0.021m</b>	<b>£0.071m</b>

#### Current Allocation (as at March 2023)

Project	LHB Commissioners	Trust Reserves	WG Pay Award	Total Funding
PMO	£0.240m	£0.060m	£0.005m	£0.305m
nVCC Project	£0m	£0.063m	£0.015m	£0.078m
SDT Project	£0.180m	£0.131m	£0.001m	£0.312m
<b>Total</b>	<b>£0.420m</b>	<b>£0.269m</b>	<b>£0.021m</b>	<b>£0.695m</b>

## 4. CAPITAL POSITION

4.1 The capital funding for 2022-23 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 for 2022-23 is outlined below, with an overall breakeven position.

Capital Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
Enabling Works Project	£14.407m	£13.807m	£0.600m
nVCC Project	£2.394m	£2.994m	-£0.600m
IRS Procurement Project	£0m	£0m	£0.000m
<b>Total</b>	<b>£16.801m</b>	<b>£16.801m</b>	<b>£0m</b>

4.3 The overspend of £0.600m for the nVCC Project has been supported by the Enabling Works Project underspend of the same. This has been provided from the Enabling Works QRA. 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 revenue funding for 2022-23 is outlined below:

• PMO	£0.305m	NHS Commissioners & Trust Reserves
• nVCC Project	£0.078m	Trust Reserves
• SDT Project	£0.312m	NHS Commissioners & Trust Reserves
<b>Total</b>	<b>£0.674m</b>	

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 the covered from within the Programme.

5.3 In March 2023, a non-consolidated pay enhancement was awarded to NHS Wales staff for 2022-23, resulting in WG funding of £0.021m allocated to the TCS Programme.

5.4 The revenue position for 2022-23 is outlined below, with an overall underspend of £0.131m against a budget of **£0.695m**.

Revenue Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
PMO	£0.305m	£0.288m	£0.016m
Enabling Works	£0m	<b>-£0.107m</b>	£0.107m
nVCC Project	£0.078m	£0.088m	<b>-£0.010m</b>
SDT Project	£0.312m	£0.295m	£0.017m
<b>Total</b>	<b>£0.695m</b>	<b>£0.564m</b>	<b>£0.131m</b>

5.5 There are increased costs for the nVCC Judicial Review, which has resulted in an overspend of £0.010m. However, this has been offset by an underspend elsewhere in the TCS Programme.

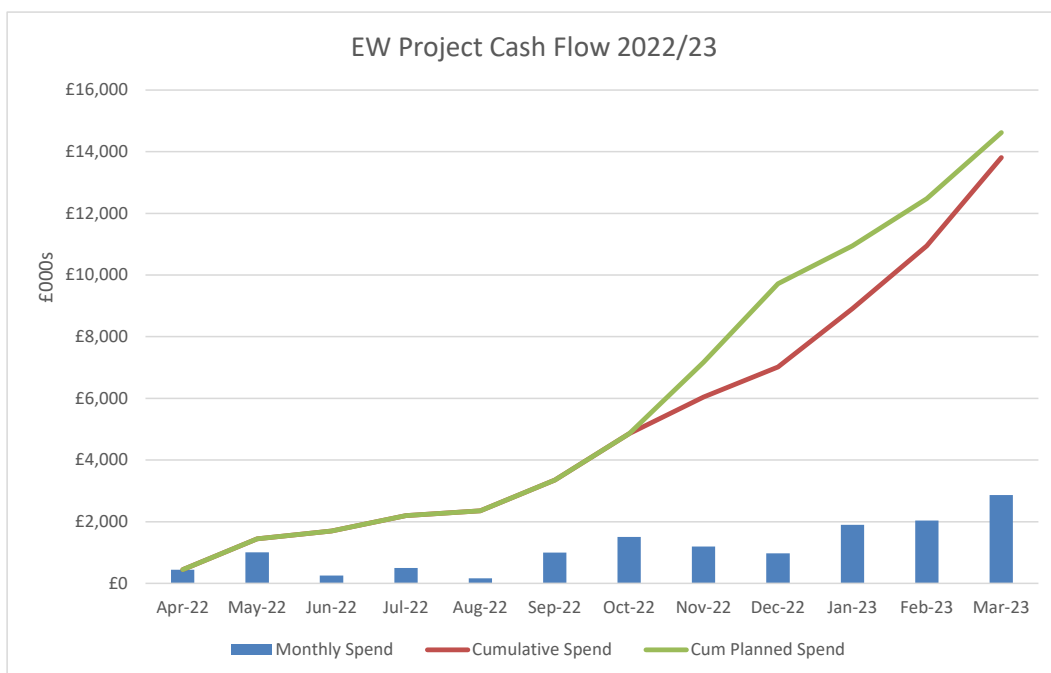
5.6 The Escrow bank account for the Enabling Works Project has yielded interest of £0.107m during 2022-23. This has been treated as revenue income to the Enabling Works Project in March 2023, increasing the expected revenue underspend for the Programme from £0.024m to £0.131m.

## 6. CASH FLOW

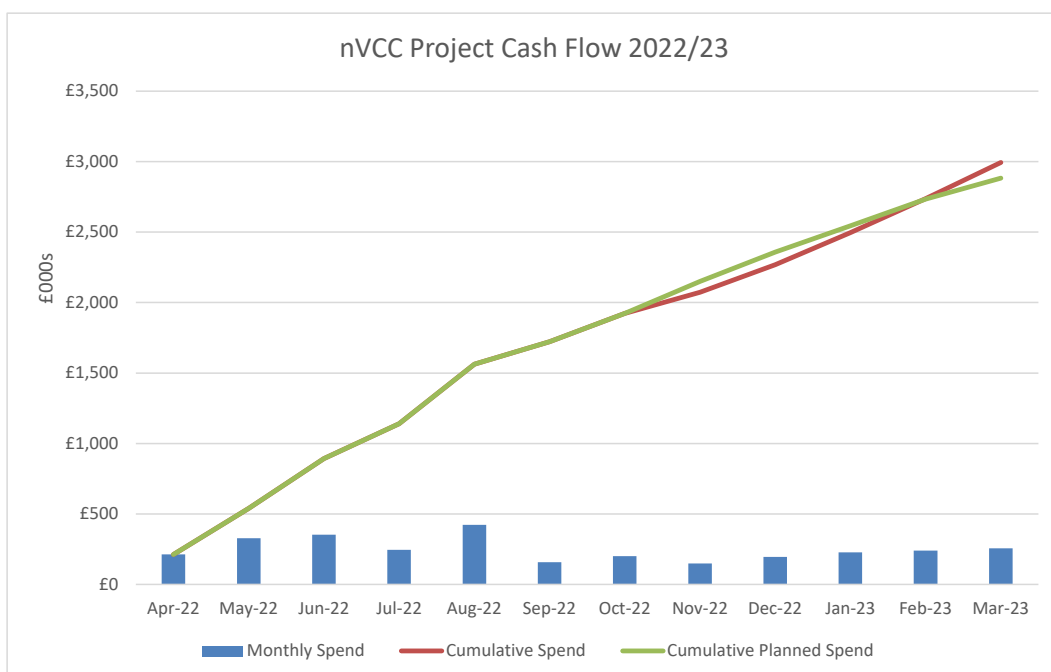
6.1 The capital cash flow for the **Enabling Works Project** is outlined below. The run rate indicates that, following the capital funding adjustment in January 2023, around 75% of the costs have been incurred in the second half of the financial year. This is due to the delay in the start of the works.

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6.2 The 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.

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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 total revenue funding for the PMO for 2022-23 is **£0.305m**. £0.0240m of this has been provide from NHS Commissioners' funding, £0.060m from the Trust Reserves, and £0.005m from non-consolidated enhanced pay award funding. The provisional funding of £0.010m for the annual pay award has not been drawn down as the increased costs have been covered from within the PMO financial year.

7.3 There has been no capital funding requirement for the PMO in 2022-23.

7.4 The revenue position for the PMO for 2022-23 is shown below.

PMO Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
Pay	£0.291m	£0.280m	£0.011m
Non Pay	£0.013m	£0.008m	£0.005m
<b>Total</b>	<b>£0.305m</b>	<b>£0.288m</b>	<b>£0.016m</b>

7.5 There is an overall underspend of £0.016m for the year due to a delay in project and support work carried out by the PMO. This underspend has been utilised part to offset increased costs incurred by the nVCC Judicial Review.

### Enabling Works Project Capital

7.6 In February 2022, the Minister for Health and Social Services approved the EW FBC. This has provided capital funding of £28.089m in total.

7.7 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.

7.8 The Project's capital position for 2022-23. The final position reflects an underspend of £0.600m due to a delay in key activities, which has been used to support the nVCC Project as agreed by WG.

Enabling Works Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
Pay	£0.220m	£0.334m	<b>-£0.115m</b>
Non Pay	£14.187m	£13.473m	£0.715m
<b>Total</b>	<b>£14.407m</b>	<b>£13.807m</b>	<b>£0.600m</b>

7.9 The spend relates to the following activities:

Description	Financial Year		
	Annual Budget	Annual Forecast	Annual Variance
	£	£	£
<b>PAY</b>			
Project 1b - Enabling Works FBC	219,744	334,432	-114,688
<b>Pay Capital Total</b>	<b>219,744</b>	<b>334,432</b>	<b>-114,688</b>
<b>NON-PAY - PROJECTS</b>			
EF01 Construction Costs	0	40,981	-40,981
EF02 Utility Costs	710,613	47,616	662,997
EF03 Supply Chain Fees	527,481	538,615	-11,133
EF04 Non Works Costs	225,603	369,160	-143,556
EF05 ASDA Works	2,584,385	2,958,907	-374,522
EF06 Walters D&B	8,735,418	8,897,618	-162,200
EF07 Other (Decant Works, Surveys & Investigations, IM&T etc.)	174,000	0	174,000
EFQR Quantified Risk	922,798	206,258	716,540
EFQS QRA - SCP	307,200	437,156	-129,956
EFRS Enabling Works FBC Reserves	0	-23,359	23,359
<b>Enabling Works Project Capital Total</b>	<b>14,187,499</b>	<b>13,472,951</b>	<b>714,548</b>
<b>TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE</b>	<b>14,407,243</b>	<b>13,807,383</b>	<b>599,860</b>

### Revenue

7.10 The Escrow bank account for the Enabling Works Project has yielded interest of £0.107m during 2022-23. This has been treated as revenue income to the Enabling Works Project in March 2023.

7.11 The Project's revenue position for the full financial year is shown below. The final position reflects an underspend of £0.131m.

Enabling Works Revenue Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
EW Escrow Interest	£0m	-£0.107m	£0.107m
<b>Total</b>	<b>£0m</b>	<b>-£0.107m</b>	<b>£0.107m</b>

### 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 2022-23 is shown below, with a further breakdown provided in Appendix 4. The final position reflects an overspend of £0.600m, which has been supported from the Enabling Works Project as agreed by WG.

nVCC Capital Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
Pay	£1.274m	£1.159m	£0.115m
Non Pay	£1.120m	£1.768m	-£0.648m
<b>Total</b>	<b>£2.394m</b>	<b>£2.927m</b>	<b>-£0.533m</b>

7.14 The spend relates to the following activities:

Description	Financial Year		
	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>			
Project Leadership	208,776	199,632	9,144
Project 2a - New Velindre Cancer Centre OBC	1,065,097	951,897	113,200
<b>Pay Capital Total</b>	<b>1,273,873</b>	<b>1,151,529</b>	<b>122,344</b>
<b>NON-PAY</b>			
nVCC Project Delivery	84,000	86,804	-2,804
<b>Work Packages</b>			
VC08 Competitive Dialogue - Dialogue & SP to FC	731,127	1,560,859	-829,732
VC10 Legal Advice	0	49,272	-49,272
VC11 S73 Planning	0	101,582	-101,582
VC12 nVCC FBC	106,453	102,757	3,697
VCRS nVCC Reserves	198,547	-59,287	257,834
<b>nVCC Project Capital Total</b>	<b>1,036,127</b>	<b>1,755,183</b>	<b>-719,056</b>
<b>TOTAL nVCC OBC CAPITAL EXPENDITURE</b>	<b>2,394,000</b>	<b>2,993,516</b>	<b>-599,517</b>

### Revenue

7.15 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.

7.16 Further funding of £0.015m has been allocated from the WG funding for the non-consolidated pay award for 2022-23. The final **revenue** budget for the nVCC Project is now **£0.078m**.

7.17 The revenue financial position for the nVCC Project for 2022-23 is shown below, reflecting a forecast overspend of £0.010m against a budget of **£0.078m**.

nVCC Revenue Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
nVCC Pay Award	£0.015m	£0.015m	£0m
Project Delivery	£0.030m	£0.029m	£0.001m
Judicial Review	£0.033m	£0.043m	-£0.010m
<b>Total</b>	<b>£0.078m</b>	<b>£0.088m</b>	<b>-£0.010m</b>

- 7.18 The overall overspend of £0.010m for the Judicial Review matter has been offset by the overall underspend by the Programme.

### 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 31<sup>st</sup> November 2022. The overall IRS Project will continue with the IRS Implementation Project, managed by Velindre Cancer Centre.
- 7.20 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
<b>Total costs</b>	<b>£0.182m</b>

- 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, £0.131 from Trust reserves, and £0.001m from non-consolidated pay award funding. 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 **£0.312m** 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 for 2022-23 is shown below.

SDT Expenditure	2022-23 Full Year		
	Budget	Outturn	Variance
Pay	£0.293m	£0.293m	-£0.000m
Non Pay	£0.020m	£0.002m	£0.017m
<b>Total</b>	<b>£0.312m</b>	<b>£0.295m</b>	<b>£0.017m</b>

- 7.28 There is an overall underspend of £0.017m due to a delay in project and support work carried out by the Project. This has been utilised to offset increased costs incurred by the nVCC Judicial Review.

## 8. KEY RISKS AND MITIGATING ACTIONS

- 8.1 There are no outstanding financial risks for the financial year 2022-23.

## 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 31<sup>st</sup> 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 31<sup>st</sup> March 2022 for each Project within the Programme is summarised below.

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

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

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

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## APPENDIX 1: TCS Programme Budget and Spend for 2022-23

CAPITAL	Financial Year		
	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>			
Project Leadership	208,776	199,632	9,144
Project 1b - Enabling Works FBC	219,744	334,432	-114,688
Project 2a - New Velindre Cancer Centre OBC	1,065,097	951,897	113,200
Project 3a - Radiotherapy Procurement Solution	0	0	0
<b>Capital Pay Total</b>	<b>1,493,617</b>	<b>1,485,961</b>	<b>7,655</b>
<b>NON-PAY</b>			
nVCC Project Delivery	84,000	86,804	-2,804
Project 1b - Enabling Works FBC	14,187,499	13,472,951	714,548
Project 2a - New Velindre Cancer Centre OBC	1,036,127	1,755,183	-719,056
Project 3a - Radiotherapy Procurement Solution	0	0	0
<b>Capital Non-Pay Total</b>	<b>15,307,626</b>	<b>15,314,938</b>	<b>-7,312</b>
<b>CAPITAL TOTAL</b>	<b>16,801,243</b>	<b>16,800,899</b>	<b>343</b>

REVENUE	Financial Year		
	Annual Budget £	Annual Forecast £	Annual Variance £
<b>PAY</b>			
nVCC Pay Award	15,327	15,327	0
Programme Management Office	291,322	279,827	11,495
Project 6 - Service Change Team	292,832	292,862	-30
<b>Revenue Pay total</b>	<b>599,481</b>	<b>588,016</b>	<b>11,465</b>
<b>NON-PAY</b>			
EW Escrow Interest	0	-106,807	106,807
nVCC Project Delivery	30,000	29,417	583
nVCC Judicial Review	33,000	43,380	-10,380
Programme Management Office	13,191	8,313	4,878
Project 6 - Service Change Team	19,624	2,131	17,493
<b>Revenue Non-Pay Total</b>	<b>95,815</b>	<b>-23,566</b>	<b>119,381</b>
<b>REVENUE TOTAL</b>	<b>695,297</b>	<b>564,450</b>	<b>130,846</b>

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## APPENDIX 2: TCS Programme Funding for 2022-23

Description	Funding Type	
	Capital	Revenue
<b>Programme Management Office</b> Commissioner's funding Trust Revenue Funding  Pay Award Funding – assumed (September 2022)  Pay Award Funding – reversed (November 2022)  Non-Consolidated 2022/23 Pay Award Funding	<b>£0m</b>	<b>£0.305m</b> £0.240m £0.060m  £0.010m  -£0.010m  £0.005m
<b>Enabling Works OBC</b> 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)	<b>£14.406m</b> £21.813m  -£1.900m  -£1.472m  -£3.021m  -£0.305m  -£0.709m	<b>£0m</b>
<b>New Velindre Cancer Centre OBC</b> 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  Non-Consolidated 2022/23 Pay Award Funding	<b>£2.394m</b> £2.089m  £0.305m    	<b>£0.078m</b>    £0.063m  £0.015m
<b>Integrated Radiotherapy Procurement Solution</b> Trust Discretionary Capital Allocation Reduction in requirement of capital funding  Reimbursement of funds back to the Trust discretionary programme	<b>£0m</b> £0.434m -£0.256m  -£0.178m	<b>£0m</b>
<b>Radiotherapy Satellite Centre</b> No funding requested or provided for this project to date	<b>£0m</b>	<b>£0m</b>
<b>SACT and Outreach</b> No funding requested or provided for this project to date	<b>£0m</b>	<b>£0m</b>
<b>Service Delivery, Transformation and Transition</b> Commissioner's funding Trust revenue funding from reserves	<b>£0m</b>	<b>£0.312m</b> £0.180m £0.131m



Description	Funding Type	
	Capital	Revenue
Pay Award Funding – assumed (September 2022)		£0.010m
Pay Award Funding – reversed (November 2022)		-£0.010m
Non-Consolidated 2022/23 Pay Award Funding		£0.001m
<b>VCC Decommissioning</b>	<b>£0m</b>	<b>£0m</b>
No funding requested or provided for this project to date		
<b>Total</b>	<b>£16.801m</b>	<b>£0.695m</b>

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## Transforming Cancer Services Scrutiny Sub-Committee

### TCS Programme Director's Report (PDR)

<b>DATE OF MEETING</b>	20/04/2023
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<b>PUBLIC OR PRIVATE REPORT</b>	Public
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<b>IF PRIVATE PLEASE INDICATE REASON</b>	N/A
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<b>PREPARED BY</b>	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
<b>PRESENTED BY</b>	Carl James, Director of Strategic Transformation, Planning and Digital
<b>EXECUTIVE SPONSOR</b>	Carl James, Director of Strategic Transformation, Planning and Digital

<b>REPORT PURPOSE</b>	FOR NOTING
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<b>COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING</b>		
<b>COMMITTEE OR GROUP</b>	<b>DATE</b>	<b>OUTCOME</b>
EMB Shape	17.04.2023	Noted

<b>INITIALISMS</b>	
AOS	Acute Oncology Service
CCLG	Collaborative Cancer Leadership Group
CP	Conditions Precedent
CTSIM	Computerised Tomography Simulator
DCA	Delivery Confidence Assessment
EMB	Executive Management Board
EW	Enabling Works
EPSL	European Protected Species License
FBC	Full Business Case
IRS	Integrated Radiotherapy Solution
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
UHB	University Health Board
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 **9<sup>th</sup> March – 5<sup>th</sup> April 2023**.

## 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 Programme's 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 9<sup>th</sup> March – 5<sup>th</sup> April 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 by June (which still remains highly ambitious). Additionally, two of the Trust's commissioners did not feel they could currently confirm their financial support for the nVCC FBC and have requested further engagement. It is therefore 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. There may be a case dependent upon the success of the engagement with commissioners for the DCA to be escalated to Red / Amber next month.
- 2.5 A revised Programme to Financial Close has been developed by the nVCC project team and discussed with Welsh Government to enable a Financial Close in June 2023. The plan remains high risk with very ambitious timescales based on the GANTT chart produced.

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Status (Trend)	Qualitative Measure	Previous Status - Amber	
<b>Amber</b> ↔	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.	<b>Amber</b>	
	<b>The main findings supporting the DCA are:</b>	<b>Mitigating Actions:</b>	<b>Action Status:</b>
	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. An informal briefing session has also been held with Independent Members.	A. The Tranche Review was not discussed at the final PDB in March but will instead be considered by EMB Shape (Transformation Board) following an update. The new governance arrangements will be stood up in April, consisting of the Strategic Capital Board (13 <sup>th</sup> April) and the previously agreed clinically/operationally focused projects transferring to 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. An informal briefing session has also been held with Independent Members.	B. The Tranche Review was not discussed at the final PDB in March but will instead be considered by EMB Shape (Transformation Board) following update. Programme resource plan to be reviewed and refreshed once the Programme Scope is agreed and as part of standing up the new arrangements.

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<b>Amber</b> 	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	C. Transition to new delivery and governance arrangements within the Trust are not yet finalised e.g., the scope of Velindre Futures.	C. 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.	C. The new governance arrangements will be stood up in April, consisting of the Strategic Capital Board (13 <sup>th</sup> April) and the previously agreed clinically/operationally focused projects transferring to Velindre Futures. If the SCB goes ahead on the 13 <sup>th</sup> April as planned, this item will be removed from the DCA within the next reporting period.
	D. A range of risks have increased relating to Project 2 (nVCC) relating to commercial and planning matters required to achieve financial close	D. There has been a range of activities instigated to optimize the close out of commercial and planning matters. <ul style="list-style-type: none"> <li>- Exec Directors given leadership responsibility for specific areas.</li> <li>- Mission Control Board and regular agile meetings are in place twice weekly.</li> <li>- Enhanced reporting (Programme to Financial Close paper)</li> <li>- Deep Dives have commenced in a range of specific areas, ranging from equipment to energy.</li> <li>- Weekly FBC meetings have been convened to oversee and track progress ahead of financial close.</li> </ul>	D. Land Exchange agreed with Cardiff & Vale UHB to support NRW requirements and the Reserved Matters planning application, supported by the Dormice Mitigation & Management Plan (DMMS) and Dormice Conservation Plan (DCP) were approved at an extraordinary CC planning committee meeting on 16th March 2023. Enhanced communications with ACORN continue, greater clarity on energy position has been achieved, and four cases of the FBC have been delivered, 1:50 designs nearing completion, pending design freeze. <p>3 of 5 LHBs have approved the FBC. Velindre are now working with the remaining 2 LHBs to resolve the outstanding matters and are targeting May Boards for approval.</p>
	E. FBC Approvals – Issue two of the Trusts main commissioners did not feel they could currently confirm their financial support for the nVCC FBC and have requested further engagement	E. There has been extensive engagement with the Trust's commissioners at CEO, Director, and Officer level.	E. Targeted engagement by VUNHST to understand what is required to gain full commissioner support for FBC.

**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
Asda Phase 1 construction commencement	1	Early Jan	Y	Y	N/A
Strategic Capital Board commences	Programme	12 <sup>th</sup> Jan 13 <sup>th</sup> April	N	Y	N/A
PROW determination following consultation period	1	End Feb 17 <sup>th</sup> March	Y	Y	N
WG Approval of FBC	2	28 <sup>th</sup> Feb June 2023	Y	N	Y
RECO Wall Installation	1	3 <sup>rd</sup> March 13 <sup>th</sup> March	N	Y	N/A
Abutment completion	1	6 <sup>th</sup> March 3 <sup>rd</sup> April	Y	Y	Y
Financial Close	2	20 <sup>th</sup> March End of June	Y	N	Y
Water Main Diversion Strategy sign-off	1	24 <sup>th</sup> March	Y	Y	N
RECO Wall installations completed levels 8 & 9	1	14 <sup>th</sup> March	N	Y	N
EPSL application	1/2	17 <sup>th</sup> March 14 <sup>th</sup> April	Y	N	Y
<b>Key:</b>					
Red		Missed date, with no revised date for delivery			
Amber		Missed date, but with revised date for delivery or delivered late			
Green		Delivered on time			



## 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 FBC was considered at all commissioner Board meeting in March, with approval subsequently being achieved at 3 of the 5 meetings. The remaining 2 commissioners did not feel at this stage they could currently confirm their financial support for the nVCC FBC and have requested further engagement. Velindre are now working with the remaining 2 LHBs to resolve the outstanding matters and are targeting May Boards for approval.

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. This approach has been discussed and agreed with WG.

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

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- (iv) FBC weekly meeting as described above.
- (v) Specific follow-up meetings have been arranged with the 2 Health Boards who have yet to approve the FBC with the aim of resolving any outstanding issues and allowing the FBC to be reconsidered at their May Board meetings.

#### **Project 5 Outreach Resourcing**

The Project Board has been re-constituted, although its inaugural meeting due to be held on 21<sup>st</sup> March was postponed whilst further preparation was undertaken. The project is now under the management of the Velindre Future Programme following the approval of the change notice in March.

#### **Project 4 Radiotherapy Satellite Centre (RSC)**

Construction has now commenced on site 16<sup>th</sup> January 2023 and remains on plan. A decision is required regarding the procurement approach for the CTSIM at the Satellite. Any delay in confirming this could impact on cost and programme. This matter is currently being managed by the Head of Radiation Services and The Director of Transformation and Transition.

#### **Project 6 Service Delivery, Transformation & Transition**

Project 6 (Service Delivery, Transformation & Transition) formally remains on hold; however, an initial scoping meeting took place on 14<sup>th</sup> 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.

#### **Comms and Engagement**

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

2.6 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
<b>Strategic Alignment</b> (Reviewed Quarterly)	<b>Green</b> (↔)	R281 R295	<p>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.</p> <p>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).</p>	<p>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.</p> <p>CCLG regional approach is being reviewed following further engagement with stakeholders. All existing members have been written to seeking their views</p>	<b>June 2023</b>

				about future arrangements to inform an options paper.	
<b>Programme Scope</b> (Reviewed Quarterly)	<b>Amber</b> (↔)	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.	Several projects have transferred to the Velindre Futures Programme, however 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.	<b>July 2023</b>
<b>Programme Budget</b> (Reviewed Monthly)	<b>Green</b>	R350	<i>*Finance Report unavailable at time of writing. Refer to main Finance Report on agenda. It is expected that the report will confirm the overall outturn for the Programme is an underspend of £0.131m for the financial year 2022-23 against a budget of £17.497m.</i>	See mitigating actions for risk ID R350 (Inflation Risk).	<b>TBC</b>
<b>Governance and Approvals</b> (Reviewed Monthly)	<b>Green</b> (↑)	R360 I061	The TCS Programme has well established governance arrangements with a TCS Programme Delivery Board operating until March 2023 and TCS Programme Scrutiny Sub Committee. A Strategic Capital Board will be stood up from April 2023 as part of new governance arrangements replacing the PDB.  However, some of the Projects still remain on hold.	See mitigating actions for risk ID R360 ( <i>Projects 'on hold'</i> ), I061 ( <i>Outreach not resourced</i> )  The new governance arrangements will be stood up from April 2023 as agreed by EMB.  A series of change control notices were approved at the final March PDB which documented the handover over of several projects. Further face-to-face handover meetings are also planned.	<b>July 2023</b>
<b>Progress against Programme Plan</b> (Reviewed Monthly)	<b>Amber</b> (↔)	R319 R206	The Programme is currently performing to its approved plan for projects 3a and 4.  Projects 1 & 2 have 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 Project 2 nVCC has submitted a revised project plan which sees financial close	Risk Advisor reviewing risks with EW/nVCC Project at regular intervals.  See mitigating actions for risk ID R319, R206.	<b>Regularly monitored</b>

			<p>being achieved in June 2023, which represents a delay of 3 month from the original date.</p> <p>Project 5 and 6 have restarted under the management of Velindre Futures.</p>		
<b>Processes for Managing Risks and Issues</b> <i>(Reviewed Monthly)</i>	<b>Green</b> <b>(↔)</b>	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 &amp; Project Risks &amp; 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>	<b>May 2023</b>
<b>Benefits</b> <i>(Reviewed Quarterly in Tranche 2)</i>	<b>Green</b> <b>(↔)</b>	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 Training has been completed by the Programme Co-ordinator and a review of the current benefits management is underway.</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>

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

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

In agreement with the CCLG Chair, Suzanne Rankin, CEO, Cardiff & Vale UHB, and fellow SE Wales CEO colleagues, it was agreed to postpone the meeting of the CCLG, due to be held on 7<sup>th</sup> March 2023. This was 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 were held between the SE Wales Regional Programme Director, Jonathan Watts, and the SE Wales Directors of Planning on 4<sup>th</sup> April to explore this option further. A feedback exercise to gather the opinions of all CCLG stakeholders was agreed as a next step, and all stakeholders have since been written to as a result. Their views will then inform an options appraisal paper for consideration.

##### **Communications**

There has been increased engagement with the Trust's commissioners prior to, and after the issue of the four cases of the FBC, in preparation for consideration at their Board meetings on 29<sup>th</sup> & 30<sup>th</sup> March. 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. Focused engagement continues with 2 of the 5 Health Boards to help secure approval at their Board meetings in May 2023.

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.

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

<b>Ref</b>	<b>Change Control(s)</b>	<b>Exception Report(s)</b>	<b>Description</b>
	<b>4</b>		Change Control Notices to transfer Projects 3a, 4, 5 and 6 to Velindre Futures approved at PDB on 16 <sup>th</sup> March.

#### **f) Programme Benefits Realisation**

2.7 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).

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

- 2.9 Project and Programme Co-ordinator has recently attended a Managing Benefits course which is accredited by APMG. Following attending this course the Project and Programme Co-ordinator 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.
- 2.10 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
<b>Programme Overall</b>		✓	✓	Still in planning stage
<b>Project 1 - Enabling Works</b>	✓	✓	✓	In implementation stage
<b>Project 2 - nVCC</b>		✓	✓	Still in planning stage
<b>Project 3a - IRS</b>		✓	✓	In implementation stage being Implemented by VF
<b>Project 4 - RSC</b>		ABUHB	✓	Still in planning stage
<b>Project 5 - Outreach</b>		✓		Still in planning stage
<b>Project 6 - Service Delivery</b>		✓		Still in planning stage
<b>Project 7 - Site Decommissioning</b>	✓	✓		Still in planning stage

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**g) Project Status**

2.11 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
<b>Project 1 – Enabling Works</b>	David Powell	Amber	Amber	Green	Green	Green	Amber ↔	<p><b>Budget</b> – Business Case funding secured.</p> <p>The process for Managing Advisor contract 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.</p>	April 2023 onward
<b>Project 2 – nVCC</b>	David Powell	Amber	Amber	Green	Green	Amber	Amber ↔	<p><b>Plan</b> - the PMP will be further refined in light of Reserved Matters planning application approval on 16<sup>th</sup> March 2023 and when the project secures a EPS Licence from National Resources Wales (NRW)</p> <p><b>Budget</b> - Funding for fees to progress from Outline Business Case (OBC) to Full Business Case (FBC), with certain conditions, has been granted by WG. Further funding is conditional on the WG approval of the FBC.</p>	April 2023
<b>Project 3a</b>	Cath O'Brien	Green	Green	Green	Green	Green	Amber	No actions identified on Highlight Report	N/A
<b>Project 4 – RSC</b>	Andrea Hague	RSC Project Board paper sent which does not comply with TCS template to transfer information						No actions identified on Highlight Report	N/A

<b>Project 6 – Service Delivery</b>	Andrea Hague	<b>Service change work being taken forward within Velindre Futures and business as usual service developments</b>	<b>Paused: No current rating</b>  ↔	Change control approved at March PDB meeting to transfer this project to Velindre Futures Programme. Dual reporting arrangements for Project 6c Transition to be established.	<b>May 2023</b>
<b>Project 7 – Site Decommissioning</b>	David Powell	<b>To commence 12-18 months prior to opening of nVCC</b>	N/A	N/A	N/A

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

- 2.12 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.
- 2.13 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***

<b>Key Milestone</b>	<b>Description of Dependency</b>	<b>Linked Risk / Issue ID</b>	<b>Comment</b>	<b>Status (RAG)</b>
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	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	<b>AMBER</b>



	<p>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</p>		<p>process and ongoing review of the Project &amp; Programme Plans and Dependencies.</p>	
<p>Project 1 EW – Velindre EW Main Contract</p>	<p>There are a number of elements to the Velindre Enabling Works, all of which lead to the site being prepared and accessible for the construction of the nVCC. Should the Velindre Enabling Works not complete on time, the impact would be that the access &amp; 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.</p>	<p>R395 / I062 / I089 / R400 / R401 / R402 / R403</p>	<p>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.</p>	<p><b>AMBER</b></p>
<p>Project 1/ 2 – Planning Matters</p> <p>Corrigan Jessica 02/10/2023 16:59:51</p>	<p>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.</p>	<p>I086 / I066 / I087 / R357 / R399</p>	<p>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.</p>	<p><b>AMBER</b></p>

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 remains required from the NRW now that the reserved matters have received planning approval. 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.	AMBER
Project 2 – nVCC Financial Close	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	R390 / R391 / R384 / R376 / R396 / R411 / I088 / I090	<p>Financial close was not achieved in March 2023 in line with the original plan. A revised plan has been developed and discussed with WG to enable a Financial Close in June 2023. The plan remains high risk with highly ambition timescales but is considered achievable.</p> <p>In addition to Health Board and WG sign off of the FBC, there remains 4 Conditions Precedent (CPs) to achieve in order to meet the requirements for the Financial Close deadline in June namely, obtaining a contract with Welsh Water, discharging all relevant reserved matter and the Judicial Review period expiry, achieving the EPSL and securing the PROW diversion (these CPs are outlined in the Financial Close Progress paper in greater detail).</p> <p>Given the high-risk nature of the revised FC plan for June, 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.</p>	RED

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**i) Programme Risks** from 9<sup>th</sup> March – 5<sup>th</sup> April 2023

- a. 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.

<b>Risk / Issue Process</b>	<b>Completed by</b>
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

- b. 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 E to this report.
- c. 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	16 → 5				
4. Major		54 → 46			
3. Moderate			14 → 27		
2. Minor				1 → 9	
1. Insignificant					

- d. 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
<b>Risks</b>	2	2	4	0	8	16
<b>Issues</b>	3	0	1	1	0	5

- e. 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 show risks with a current rating score of '15' and above for corporate reporting and escalation
- f. 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.
- g. Following the approval of the Programme Delivery Board Close Down & Transition to New Arrangements Report at the March Programme Delivery Board, the 8 Outreach Project Risks have been transferred to and accepted by the Velindre Futures Programme who will now manage the Project. Meetings are scheduled in April to complete this activity for the relevant areas of Project 4 – Radiotherapy Satellite Centre and Project 6 – Service Transformation & Transition.

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- h. There have been no new risks with a rating of 15 and above across the programme and projects during this reporting period.
- i. There have been 2 risks with a rating of 15 and above where the risk score has increased during the latest reporting period.

**j) Programme Issues**

- a. There are 5 high rated issues in the Programme during this reporting period.

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

a. The key milestones expected in the next 2 months (April – May) are:

Milestone	Project	Date	Critical Path
<b>April 2023</b>			
Temporary Electrical installation	1	17 <sup>th</sup> April	Y
Gateway Review 3	2	19 <sup>th</sup> April	Y
nVCC FBC – Health Boards Letters of Support	2	w/c 3 <sup>rd</sup> April	Y
Bridge Beam Installation Commencement	1	27 <sup>th</sup> April	Y
Water Main Design Completion & Costs	1	28 <sup>th</sup> April	Y
<b>May 2023</b>			
Velindre Trust Board Sign-off (5 Cases)	2	w/c 1 <sup>st</sup> May	Y
Issue FBC to WG	2	w/c 8 <sup>th</sup> May	Y
Bridge Beam Installation Completion	1	14 <sup>th</sup> May	Y
Temporary Electrical Installation Completed	1	27 <sup>th</sup> May	Y

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## 10. IMPACT ASSESSMENT

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






### I) RECOMMENDATION

- a. TCS 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 & Issues Checklist *(see separate document)*

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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 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.	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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