

Public: Transforming Cancer Services Programme Scrutiny Sub-Committee

Thu 20 July 2023, 13:30 - 14:15

VUNST Meeting Room, Headquarters

Agenda

13:30 - 13:40
10 min

1.0 STANDARD BUSINESS

Led by Hilary Jones, Chair and Independent Member

1.1 Welcome & Introductions

Led by Hilary Jones, Chair and Independent Member

1.2 Apologies for Absence

Led by Hilary Jones, Chair and Independent Member

1.3 Declarations of Interest

Led by Hilary Jones, Chair and Independent Member

1.4 Minutes of the Sub-Committee Meeting held on 19th June 2023

Led by Hilary Jones, Chair and Independent Member

To Approve

 1.4 Public TCS Scrutiny Sub-Committee Minutes 19.06.2023 DRAFT.pdf (4 pages)

1.5 Action Log

Led by Hilary Jones, Chair and Independent Member

To Approve

 1.5 Public TCS Programme Scrutiny Sub-Committee Action Log 17.07.2023.pdf (5 pages)

13:40 - 13:50
10 min

2.0 PROGRAMME GOVERNANCE

2.1 Communications & Engagement

Led by Non Gwilym, Assistant Director of Communications

To Note

 2.1a July PB comms and engagement paper.pdf (7 pages)

 2.1b. July_Comms_PB_Apendix_A.pdf (4 pages)

2.2 TCS Programme Finance Report

Led by Mark Ash, Assistant Director of Finance, TCS

To Note

 2.2a TCS Programme Board Finance Report (June 2023) - Cover Paper.pdf (3 pages)

 2.2b TCS Programme Board Finance Report (June 2023) - Main Report.pdf (15 pages)

13:50 - 14:05
15 min

3.0 STRATEGIC OUTLINE CASE

3.1 Bone Marrow Transplant Strategic Outline Case (Verbal Update)

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

To Note






14:05 - 14:15
10 min

4.0 PROGRAMME DELIVERY

4.1 Programme Director's Report

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

To Note

-  4.1a Programme Directors Report_PSSC_July_23 v0.1 - PUBLIC v2 FINAL.pdf (23 pages)
 -  4.1b Appendix A_DCA Assessment_.pdf (1 pages)
 -  4.1c Appendix B_Risk&Issues Checklist_July.pdf (1 pages)
 -  4.1d Appendix C_Risk Register_PSSC_July 23_Public.pdf (1 pages)
 -  4.1e Appendix D_Issues Register_PSSC_July 23_Public.pdf (1 pages)
-

14:15 - 14:15
0 min

5.0 ANY OTHER BUSINESS

Led by Hilary Jones, Chair and Independent Member

Prior Agreement by the Chair Required

14:15 - 14:15
0 min

6.0 REVIEW OF THE MEETING

Led by Hilary Jones, Chair and Independent Member

14:15 - 14:15
0 min

7.0 DATE & TIME OF NEXT MEETING

Led by Hilary Jones, Chair and Independent Member

Thursday 24th August at 13.30 – 15.00

Meeting Room, Velindre Headquarters

14:15 - 14:15
0 min

8.0 CLOSE

TCS Programme Scrutiny Committee
Public Session

MINUTES OF THE MEETING HELD

19th June at 10.00 – 10.30am

**Bevan Meeting Room, TCS Office, Postgrad 2, Velindre Cancer Centre
(via Teams)**

Members Present:

Stephen Harries (SH)	Independent Member (Chair)
Gareth Jones (GJ)	Independent Member
Hilary Jones (HJ)	Independent Member

In attendance:

Steve Ham (SHam)	Trust Chief Executive
Lauren Fear (LF)	Director of Corporate Governance and Chief of Staff
Carl James (CJ)	Executive Director of Strategic Transformation, Planning & Digital
Gavin Bryce (GB)	Planning Performance Programme Manager
Andrea Hague (AH)	Director of Service Transformation
Mark Ash (MA)	Assistant Director of Finance
Dr Jacinta Abraham (JA)	Executive Medical Director
Sarah Morley (SM)	Executive Director of OD & Workforce
Amy English	Deputy Chief Officer, Community Health Council (CHC)
Chris Moreton	Deputy Director of Finance
Bethan Lewis (BL)	Programme Planner & Risk Advisor
Cory Davies (CD)	Project and Programme Co-ordinator
Jessica Corrigan (JC)	Secretariat/Business Support Officer

Apologies:

Matthew Bunce (MB)	Executive Director of Finance
Carys Jones (CJones)	Senior Programme Delivery & Assurance Manager
Nicola Williams (NW)	Executive Director of Nursing, AHP's & Medical Scientists

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



1.3	Declarations of Interest No declarations of interest were received.	
1.4	Minutes of the Sub-Committee Meeting held on 20th April 2023 The minutes of the meeting held on 20 th April 2023 were approved as an accurate record.	
1.5	Minutes of the Sub-Committee Meeting held on 23rd March 2023 The minutes of the meeting held on 23 rd March 2023 were approved as an accurate record. As the minutes of the meeting held on 23 rd March 2023 were a late circulation, members were requested to review and return with any comments or questions by Monday 26 th June 2023. Following this the minutes will be taken as ratified.	
1.6	Action Log All actions that have been marked as close require an update in the progress to date column. These actions will remain on the action log as closed but brought back to the next meeting with an update in the progress to date column. Following this, the Sub-Committee approved the action log.	
2.0	PROGRAMME GOVERNANCE	
2.1	Communications & Engagement The Sub-Committee noted the Communications and Engagement paper.	
3.0	PROGRAMME DELIVERY	
3.1	Programmes Director's Report The Programme Directors report was presented to the Sub-Committee. Within the master programme milestone table the nVCC FBC – Health Boards Letters of Support and Water Main Design Completion and costs states this has been achieved but it's still marked as amber. It was explained this was achieved but delivered late against original target date.	



	<p>It was suggested it would be helpful to have a timeline for Project 5 Outreach. It was confirmed Project 5 Outreach has been transferred to Velindre Futures.</p> <p>Within Project 6: Service Delivery, Transformation and Transition states “has been deferred a few months given the delays in the nVCC programme”. It was confirmed the timings are vague, but it would be helpful to have clarity around the timeline. AH assured the Sub-Committee there is a lot of work happening regarding the service delivery, transformation and transition. Following financial close we will be in a good position to formally launch as an internal project.</p> <p>It was confirmed the Sub-Committee will still receive reports from Projects 1 to 6 to make up that programme of work.</p> <p>A discussion took place regarding the wording to Risk ID R360: governance and approvals risk. It was confirmed there has been no change in the governance and approvals arrangements.</p> <p>CJ confirmed they do understand the governance arrangements that are in place, the wording on page 9 relating to R360 to be updated.</p> <p>It was requested risk R360: governance and approvals to be brought back to the next meeting to clarify the updated target date and updated action.</p> <p>CJ confirmed outside of the meeting he will come up with a clear scope demonstrating what projects or pieces of work are sat where and who's accountable for them. Showing the governance for each of these pieces of work ensuring there are no gaps. This is to provide clarification to the Sub-Committee and will feed up into Trust Board for information and assurance.</p> <p>The Sub-Committee noted the Programmes Director's Report</p>	<p>CJ</p> <p>CJ</p>
4.0	ANY OTHER BUSINESS	
	<p>The New Velindre Cancer Centre has won a prestigious design award, it was the honour in the Future Healthcare Design category at the prestigious European Healthcare Design Awards 2023. This is a huge achievement for the team.</p>	



5.0	REVIEW OF THE MEETING	
	There were no additional comments or questions.	
6.0	DATE & TIME OF NEXT MEETING	
	The next meeting of the Sub-Committee will be held on Thursday 20 th July at 1.30 – 3pm.	

DRAFT

TCS Programme Scrutiny Sub-Committee

June 2023

Action Summary – PUBLIC

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
120	<p>Multiple actions linked to work on Programme Tranche Report – in Appendix below</p> <p>120 121 122 130</p>	Cath O'Brien / Sarah Morley/ Steve Ham	22/03/2022	Following completion of nVCC business case - & completion of #143 and #146 – October 2023	<ul style="list-style-type: none"> Following the completion of the nVCC Business Case process, the Programme Tranche Report needs to be refreshed and presented to the Committee for discussion in order to frame the future scope and structure of the TCS work 	OPEN (To be addressed in line with Programme Tranche Report)
137	<p>Comms & Engagement</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"> Work to consolidate the various sources of staff engagement insight underway and will be brought together in the May paper onwards 	CLOSED
138	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	Matt Bunce/ Mark Ash	23/03/23	20/04/24	<ul style="list-style-type: none"> To be covered as part of Finance update during 20th April meeting 	CLOSED

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	MB to meet with WG to gain more clarity around the governance view and provide formal update at the next meeting.					
139	As the minutes of the meeting held on 23 rd March 2023 were a late circulation, members were requested to review and return with any comments or questions by Tuesday 25 th April. Updated/amended minutes to be brought to the next meeting for final approval.	Secretariat	20/04/23	25/04/23	Updated/amended minutes brought to the April Meeting.	CLOSED
140	Spring Jamboree - SA requested to receive a copy of the summary graphic for information.	Lauren Fear	20/04/23	30/07/23	Final version still being finalised and will then be circulated to the whole Committee, including SA.	OPEN
141	SA highlighted the Residents Engagement event and requested a list of the comments fed back by the community along with the responses given. TD to provide this.	Tom Deacon	20/04/23	19/06/23	No residents attended the following engagement events discussed but any future feedback and responses will be included in our report going forward.	CLOSED
142	HJ queried the statement that the Implementation Project will not be reported by the TCS Project and queried the reporting process if this was the case. It was agreed that this would be further reviewed and clarity provided in due course.	Steve Ham	20/04/23	19/06/23	IRS implementation highlight report as part of standard Scrutiny Committee agenda	CLOSED
143	SA queried whether a list of all current TCS schemes, along with a timeline of	Gavin Bryce	20/04/23	21/09/23	Same work as action 146 –	OPEN

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
	completion, was available as this would be a useful reference document to provide information and assurance to the public. GB agreed to look at providing a one-page, bullet point update summary.				Initial discussion at Executive Management Board 17 th July. Refresh scoping underway for review by the Committee in September.	
144	HJ queried the Project Status table, noting that Project 3a shows a 'green' rating for all elements with an overall status of 'amber'. COB agreed that this appeared to be an anomaly and would be reviewed.	Cath O'Brien	20/04/23	19/06/23	Corrected in highlight report	CLOSED
145	Project 4 – RSC Highlight Report HJ highlighted that some information, particularly within the main report, may be commercially sensitive and not appropriate for public papers. AH to pick up with the team outside of the meeting.	Andrea Hague	20/04/23	19/06/23		CLOSED
146	CJ confirmed outside of the meeting he will come up with a clear scope demonstrating what projects or pieces of work are sat where and who's accountable for them. The governance for each of these pieces of work ensuring there are no gaps. This is to provide clarification to the Sub-Committee and will feed up into Trust Board for information and assurance.	Carl James	19/06/23	21/09/23	<i>Same work as action 143 –</i> Initial discussion at Executive Management Board 17 th July. Refresh scoping underway for review by the Committee in September.	OPEN

No.	Action	Owner	Date Raised	Target Date	Progress to date	Status (Open / Closed)
147	Risk 360: to be brought back to the next meeting to clarify the updated target date and updated action.	Carl James	19/06/23	20/07/23	Updated in paper	CLOSED

Appendix: Actions related to Programme Tranche Report

121	TCS Programme Risk Register COB agreed to incorporate into the report addressing the issues that are currently scattered throughout the risk register to give assurance on the totality of the workforce issues that are being faced and what is being done to address these. COB agreed to ensure this is broken down to manage the programme of work and delivering the service and the thread that comes through it. COB will work with BL and SM to articulate that and to show what is being done to address this issue.	Cath O'Brien / Sarah Morley
122	SHam acknowledged the need for clarification on the strategic approach to recruitment and noted that this would be discussed at EMB with an update brought to the July meeting of this committee, following a discussion in the June Board Development meeting	Steve Ham / Sarah Morley

**Transforming
Cancer Services
in South East Wales**



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

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

Communications and Engagement Update

DATE OF MEETING

20th July 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 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



COMMITTEE / GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING	
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COMMITTEE OR GROUP	DATE
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nVCC and EW Project board	12/07/2023
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	(DD/MM/YYYY)
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SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS

ACRONYMS	
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APPENDICES	
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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. ASSESSMENT

3. Communications

3.1 Proactive digital communications

nVCC project blog

We have continued to post regularly on our internal nVCC project blog which will house all updates on the project going forward. The blog remains displayed prominently on the intranet landing page providing easy access for staff across the Trust to follow and stay informed about the progress of the project. More than eight articles have already been published as part of the blog and the intention is to post regularly including not only key

announcements, e.g road closures, but also more informal posts such as latest site pictures and short profiles project team members. In total the posts in the current reporting period have had more than 300 views from staff members.

Posts shared include:

- **Design award – 153 views**
We shared news that the nVCC won the Future Healthcare Design award at the recent European Healthcare Design Awards.
This was also shared on the Velindre Matters social media accounts with a higher-than-normal level of engagement and most of the reaction was positive. The comm was also sent to all local stakeholders.
- **Playground design competition– 50 views**
We also shared positive news that the nVCC has been shortlisted for the European Healthcare Design Awards 2023 in the Future Healthcare Design category.
This was also shared on our Velindre Matters social media accounts with a higher-than-normal level of engagement and again most of the reaction was positive. The comm was also sent to all local stakeholders.
- **Un Peth Bach – 66 views**
We shared one update on the Un Peth Bach project, highlighting to staff which themes are upcoming and how they can provide feedback.

Resident meeting update

Messaging was issued via social media and sent to all local stakeholders on June 21 to notify residents of a change of date and time for our regular resident drop-in event at Whitchurch Library.

Design award win

On June 19 we issued comms announcing that the nVCC had won in the Future Healthcare Design category at the prestigious European Healthcare Design Awards. We sent the comm to all local stakeholders, councillors/MS/MP, to the Trust Board and on our social media channels. We also sent a letter from Donna Mead to health minister Eluned Morgan who's reply included: *"Winning this award is a ringing endorsement of the high standards the Trust and its partners are determined to achieve with the new Velindre Cancer Centre. Please pass on my congratulations to your board, management, staff and project partners."*

Feedback on the announcement was very positive from all stakeholders and it received a higher than typical engagement rate on social media.

We also issued the announcement as a press release that was sent to all major news outlets.

Lady Cory Field Update

We have issued comms to several stakeholders informing them of upcoming works related to Lady Cory Field. The comms detailed how we are preparing to start removing our compound from the site and that an Ash tree needs to be removed.

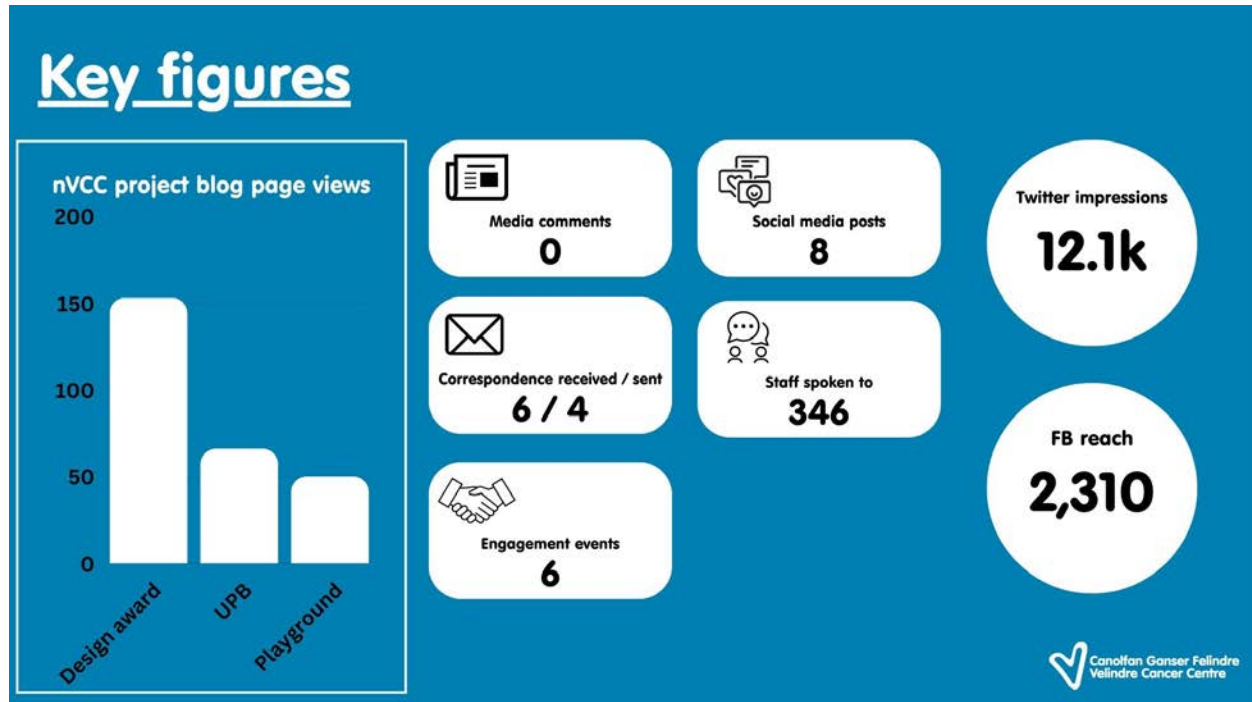


GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust

The comms were issued to:

- HETRA
- Clos Coed Hir resident representatives
- Cardiff Councillors/MS/MP



3.2 Media queries

During the reporting period we received no requests from the media for comment.

3.3 Correspondence

Responding to correspondence from a wide range of stakeholders.

The level of correspondence remains low and some topics of correspondence received during the reporting period include:

- National Grid works at Clos Coed Hir and the Hollybush Estate
- Noise and dust in and around the Lady Cory Field areas impacting the Hollybush Estate

3.4 Engagement

Staff engagement

The staff engagement series continued this month with a focus on Community Benefits, Transport, Sustainability and Enabling Works (see Appendix A). It has been agreed that during July and August the focus will be on “You asked....we answer” feedback to staff via the project blog, posters and flyers to ensure closure of the feedback loop and address some of the key points raised by staff during the in-person pop-ups.

Patient Engagement

A patient and carer workshop was held on June 21 at Whitchurch Rugby Club on themes of wayfinding and interior design. Targeted invites were sent to key patient groups including those with additional needs. A further event is scheduled to take place July 19. Feedback from these sessions will be relayed once complete.

School engagement

In partnership with Walters UK, a positive engagement session was held at Coryton Primary School on June 29. A follow-up session has been planned following the summer break.

Resident drop-in

A resident drop-in event was held on June 27 at Whitchurch Library. Members of the team from enabling works, the communications and engagement team, Walters and Acorn representatives were in attendance. No members of the public attended.

MS/MP/Councillor meeting

Two meetings were held with elected representatives during the reporting period. The first meeting focussed mainly on the ongoing land transfer within the project. Feedback to the plans was positive and constructive feedback and input was provided from attendees.

Public Accounts Committee

The Trust and Welsh Government were asked to respond to series of questions raised by the Chair of the Senedd's Public Accounts Committee in May. A copy of the correspondence received from the Chair is available [here](#). The Committee considered the Trust/Welsh Government's joint [response](#) at its meeting on 22 June. A link to the discussion on Senedd TV is available [here](#).

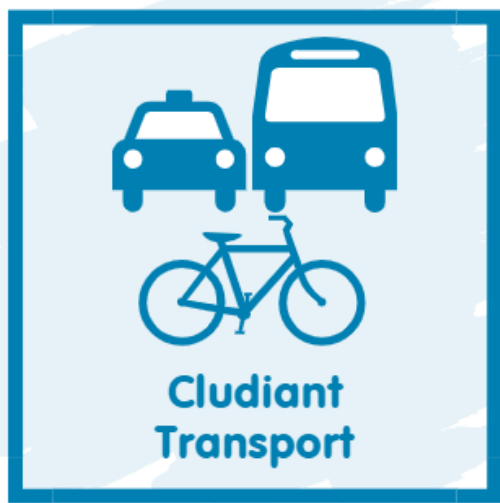
4. Next month

- Finalising and presenting a communications plan regarding financial close including a six month work plan to support the immediate post-financial close implementation phase.
- Continued communications support for the enabling works project over the coming weeks
- Planning for the next phase of the Un Peth Bach staff engagement initiative
- Specific meetings to be held with resident stakeholder groups to provide reassurances and provide an opportunity to answer questions
- Land transfer communications plan to be finalised
- Hefyd communications plan to be collated

Appendix A

Un Peth Bach – Just One Thing





Car



Current Cancer Centre **368**
nVCC Site Plan **626 spaces**



155 External Car Park
471 Internal (basement / lower level)
bays

Standard size spaces:
2.5m x 5m



20%

of all parking bays are
designated for electric
vehicle charging

Whichever way you travel
to the new
Velindre Cancer Centre,
we've got exciting plans for you!



There will be a
bus stop on-site and
Velindre will subsidise a bus route from
nVCC to the city centre for 3 years.
These commitments are part of our
planning requirements.



We support proposals for a new
South Wales Metro station and our
design assumes a station will be
next to the site with direct access to
nVCC.

We will also provide a pedestrian
link from the current nearest rail
link - Coryton Station.



Cycle access to the site will be via the Taff Trail. A cycle
hub will provide **80** secure bike parking spaces, lockers,
changing rooms & showers and there will be **40**
additional bike stands across the site. The Trust Cycle to
Work scheme will also continue and a OneBike station
will be located on-site.

What else would
you like to see for
transport / travel
in the new
Velindre Cancer
Centre?



Un Peth Bach...
Just **1** thing...

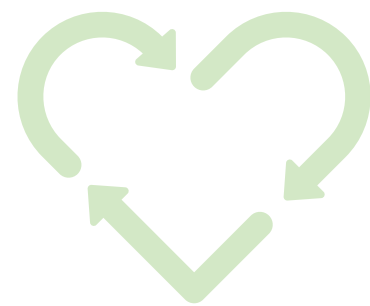


newydd
Canolfan Ganser Felindre
Velindre Cancer Centre

Our new Velindre Cancer Centre is working to become the greenest hospital in the UK.

We have placed

- leaf sustainability,
 - leaf embodied carbon calculation,
 - leaf operational carbon,
 - leaf alongside patient and staff health and wellbeing
- at the centre of our design decision process.



“the importance of nature for this project cannot be overstated.”

Keep it
WILD

a natural landscape strategy, where existing habitats are retained, and habitat gradients created.



Limestone, slate, brickwork, copper, timber and lime renders connect with local manufacturing traditions and heritage. Local sourcing is the most sustainable approach minimising embodied carbon, and supporting the circular economy.



Un Peth Bach...
Just **1** thing...

We are building our Trust Sustainability Strategy and would love to hear your thoughts and ideas on how this can best work for everyone.

Please tell us here:



Domestic Hot Water & Heating

73%
reduction
per m2



Reducing Energy



Current Velindre
17,700m²



New Velindre
31,945m²

946,530kw/h
per year contribution
from PV cells

Over 600 new trees including pollinator-friendly, native species will be planted.

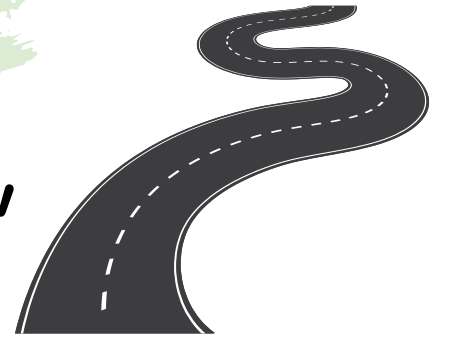
Based on current predictions

45%
reduction in
regulated
energy
per m2



Enabling Works:

- Construction of the bridge and roads that will lead to the new Velindre Cancer Centre.
- Installation of utilities for the new hospital.



Car park works ongoing at Asda Coryton. Expected to be completed in early 2024.



The bridge beams are 55m long, weighing 130ton each and were lifted into position using an 800ton mobile crane.



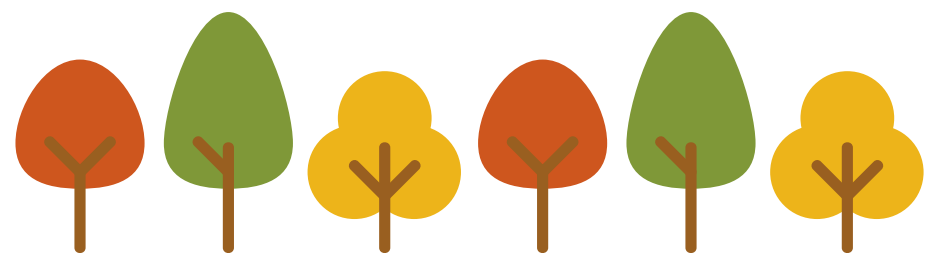
Over 12,000ton of recycled aggregates used in lieu of quarried aggregates.



Social value achievements of Walters UK Ltd:

1. Minimising waste to landfill
2. Target 85% of supply chain through Welsh based organisations & local suppliers
3. Environmental initiatives
4. Apprenticeships and employing locally unemployed
5. School engagements
6. Community engagements.

As part of the landscaping design approx. 1,400 trees and shrubs will be planted along with over 1,800 smaller plants i.e. ferns and climbers.



We'd love to hear your feedback!





'Community Benefits' refers to the ways we plan to contribute to the environmental, economical and cultural wellbeing of communities whilst developing the new Velindre Cancer Centre.

Along with our ACORN colleagues we have made a commitment to deliver a number of positive contributions in line with our Well-being of Future Generations goals and to achieve our Trust Well-being objectives.



COMMUNITY BENEFITS

We're Hiring

Job Creation

240 jobs will be created
(Long term unemployed / disadvantaged workers)

APPLY

Apprenticeships

Over 150 apprenticeships

Community Engagement

54 Community Engagements

FUND



School Engagement

Over 7000 pupil interactions



Green Social Prescribing



Community Initiatives

25 Community Initiatives



What additional benefits for our community would you like to see?

What else can we do in the local community and around South East Wales?



Un Peth Bach...
Just **1** thing...

TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE
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TCS Programme Finance Report 2023-24

June 2023

DATE OF MEETING	20 th July 2023
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	Not Applicable - Public Report
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PREPARED BY	Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects
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PRESENTED BY	Matthew Bunce, Executive Director of Finance
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EXECUTIVE SPONSOR APPROVED	Matthew Bunce, Executive Director of Finance
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REPORT PURPOSE	Note
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COMMITTEE/GROUP WHO HAVE RECEIVED OR CONSIDERED THIS PAPER PRIOR TO THIS MEETING

COMMITTEE OR GROUP	DATE	OUTCOME
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N/A		
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ACRONYMS

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

1. BACKGROUND

- 1.1 The purpose of the accompanying report is to provide a financial update to the TCS Programme Delivery Board for the financial year 2023-24, outlining the spend against budget as at Month 03 for the financial year as at 30th June 2023.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided to the TCS Programme Delivery Board and Trust Board monthly.

2. FINANCIAL SUMMARY AS AT 30TH JUNE 2023

- 2.1 The summary financial position for the TCS Programme for the year 2023-24 as at 30th June 2023 is provided below. A detailed table of budget, spend and variance for the capital and revenue expenditure is provided in Appendix 1.

Expenditure Type	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Capital	£4.163m	£10.896m	£12.739m	-£1.843m
Revenue	£0.186m	£0.689m	£0.689m	£0
Total	£4.349m	£11.585m	£13.428m	-£1.843m

- 2.2 The overall forecast outturn for the Programme is an **overspend of £1.843m** for the financial year 2023-24 against a budget of £11.585m.
- 2.3 No capital funding has been allocated to the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£1.700m has been made to WG.
- 2.4 The Escrow bank account for the Enabling Works Project has yielded interest of £0.051m during the first quarter of this financial year. This will be utilised to fund the revenue costs for the Enabling Works and nVCC Projects, the budget provision for which needs to be confirmed by Corporate Finance.
- 2.5 There are currently three financial risks associated with TCS:
 - Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of c£1.7m.
 - The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.
 - There are new elements to the Enabling Works Project that require additional funding as previously noted, totalling c£1.203m. Ministerial approval will be sought for this additional funding, with an EW FBC Addendum being submitted by end of July 2023.

3. IMPACT ASSESSMENT

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

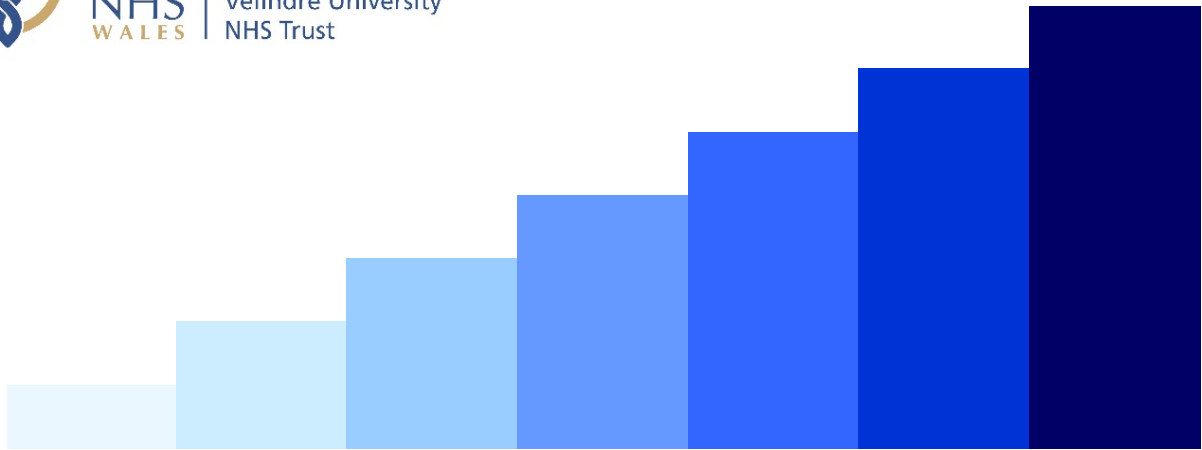
4. RECOMMENDATION

- 4.1 The Transforming Cancer Services Programme Scrutiny Sub Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2023-24 as at 30th June 2023.



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre
Velindre University
NHS Trust



TCS PROGRAMME FINANCE REPORT 2023-24

Period Ending June 2023

**Presented to the
EMB Shape Transformation Board on
17th July 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 2023-24, outlining spend against budget as at 30th June 2023 and the current year-end forecast.
- 1.2 The TCS Programme financial position is continually monitored and updated, with an update provided regularly to both the TCS Programme Delivery Board and Trust Board.

2. EXECUTIVE SUMMARY

- 2.1 The summary financial position for the TCS Programme for the year 2023-24 as at 30th June 2023 is provided below. A detailed table of budget, spend and variance for the capital and revenue expenditure is provided in Appendix 1.

Expenditure Type	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Capital	£4.163m	£10.896m	£12.739m	-£1.843m
Revenue	£0.186m	£0.689m	£0.689m	£0
Total	£4.349m	£11.585m	£13.428m	-£1.843m

- 2.2 The overall forecast outturn for the Programme is an **overspend of £1.843m** for the financial year 2023-24 against a budget of £11.585m.
- 2.3 No capital funding has been allocated to the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£1.700m has been made to WG.
- 2.4 The Escrow bank account for the Enabling Works Project has yielded interest of £0.051m during the first quarter of this financial year. This will be utilised to fund the revenue costs for the Enabling Works and nVCC Projects, the budget provision for which needs to be confirmed by Corporate Finance.
- 2.5 There are currently three financial risks associated with TCS:
- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £1.700m.
 - The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.
 - There are new elements to the Enabling Works Project that require additional funding as previously noted, totalling c£1.203m. Ministerial approval will be sought for this additional funding, with an EW FBC Addendum being submitted by end of July 2023.

3. BACKGROUND

- 3.1 In January 2015 the Minister for Health and Social Services approved the initial version of the Strategic Outline Programme 'Transforming Cancer Services in South East Wales'. Following completion of the Key Stage Review in June/July 2015, approval was received from the Minister to proceed to the next stage of the Programme.
- 3.2 By 31st March 2023, the Welsh Government (WG) had provided a total of £42.377m funding (£40.084m capital, £2,293m revenue) to support the TCS Programme. In addition, the Trust provided £0.264m from its discretionary capital allocation and £0.380m non-recurrent revenue funding.
- 3.3 NHS Commissioners agreed in December 2018 to provide annual revenue funding to the Trust to support TCS Programme, with £0.400m provided in 2018/19, increased to £0.420m thereafter.
- 3.4 The current funding provided to support the TCS Programme in 2023-24 is £10.896m capital and £0.689m revenue, as outlined in Appendix 2. The sources of funding are summarised below.

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

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

Overall Change to Allocation

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

Current Allocation (as at 30th June 2023)

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

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

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

Overall Change to Allocation

Project	LHB Commissioners	Trust Reserves	Escrow Interest	WG Pay Award	Total Funding
PMO	£0.216m	£0	£0	£0.006m	£0.222m
nVCC Project	£0	£0	£0.011m	£0	£0.011m
nVCC Project	£0	£0	£0.040m	£0.019m	£0.059m
SDT Project	£0	£0	£0	£0.002m	£0.002m
Total	£0.216m	£0.204m	£0.051m	£0.027m	£0.294m

Current Allocation (as at 30th June 2023)

Project	LHB Commissioners	Trust Reserves	Escrow Interest	WG Pay Award	Total Funding
PMO	£0.240m	£0.060m	£0	£0.006m	£0.306m
EW Project	£0	£0	£0.011m	£0	£0.011m
nVCC Project	£0	£0	£0.040m	£0.019m	£0.059m
SDT Project	£0.180m	£0.131m	£0	£0.002m	£0.313m
Total	£0.420m	£0.204m	£0.051m	£0.027m	£0.689m

4. CAPITAL POSITION

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

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

4.2 The capital position as at 30th June February 2023 is outlined below, with a forecast overspend of £1.843m for 2023-24 against a budget of £10.896m, due to the lack of capital funding being allocated to the nVCC Project for this financial year.

Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Enabling Works Project	£3.376m	£10.896m	£10.896m	£0.000m
nVCC Project	£0.787m	£0	£1.843m	-£1.843m
Total	£3.376m	£10.896m	£12.739m	-£1.843m

- 4.3 A funding request has been made to WG for c£1.700m for the nVCC Project.
- 4.4 There are three new elements that require additional funding from WG, which were not known at the time of establishing the Enabling Works FBC, totalling £1.203m. This additional capital funding will require Ministerial approval.

5. REVENUE POSITION

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

• PMO	£0.306m
• EW Project	£0.011m
• nVCC Project	£0.059m
• SDT Project	£0.313m
Total	£0.689m

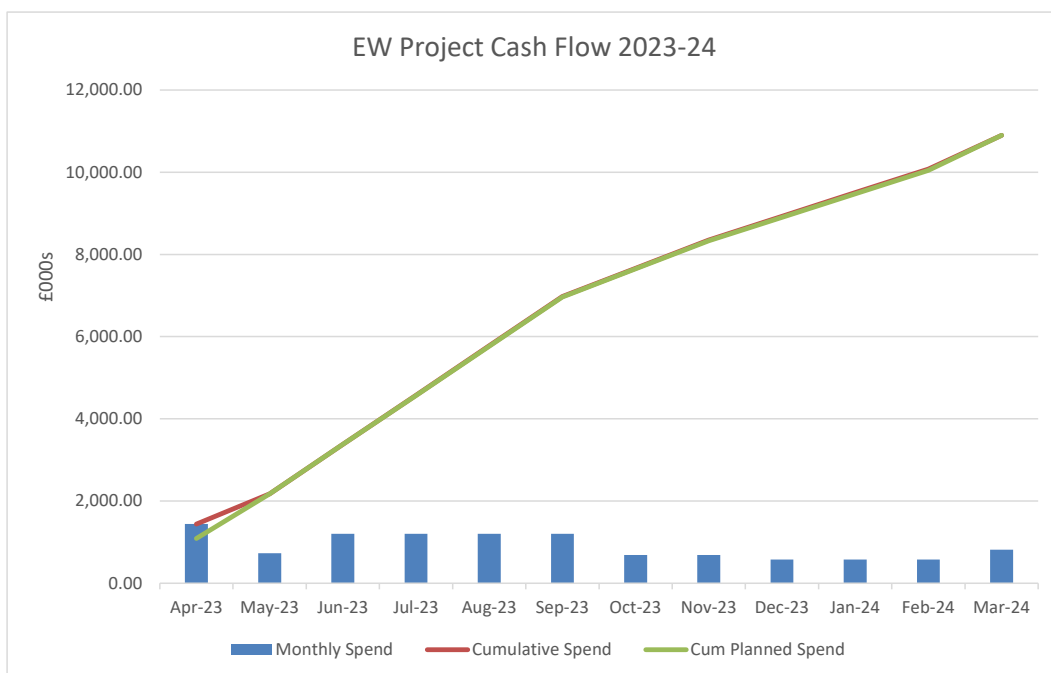
- 5.2 The revenue position as at 30th June February 2023 is outlined below, with a forecast breakeven position for 2023-24 against a budget of £0.313m.

Revenue Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
PMO	£0.086m	£0.306m	£0.306m	£0
nVCC Project	£0	£0.011m	£0.011m	£0
SDT Project	£0.019m	£0.059m	£0.059m	£0
Total	£0.081m	£0.313m	£0.313m	£0

- 5.3 The nVCC and Enabling Works non-pay revenue costs are to be funded from the interest earned from the Escrow bank account. The required budget provision needs to be confirmed by Corporate Finance.
- 5.4 The 2022-23 one-off recovery payment was paid out in June 2023, with funding also provided by WG in June 2023. The funding has been apportioned to the TCS PMO and Projects to cover the relevant costs.

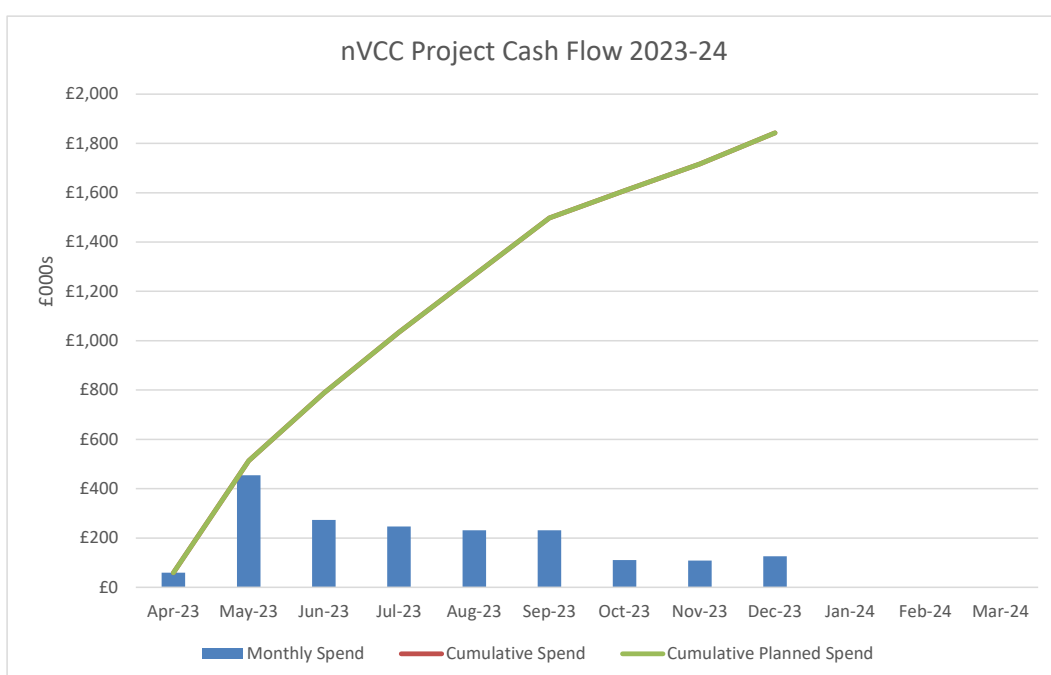
6. CASH FLOW

- 6.1 The capital cash flow for the **Enabling Works Project** is outlined below.



6.2 The run rate indicates that most of the costs will have been incurred within the first half of the financial year.

6.3 The capital cash flow for the **nVCC Project** is outlined below, with the actual spend currently in line with the planned spend.



6.4 This reflects the delay in the Financial Close, with most costs expected to be incurred within the first 6 months of the financial year, and this phase of the project scheduled to end in December 2023.

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

7. PROJECT FINANCE UPDATES

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

Programme Management Office

7.2 The current revenue funding for the PMO for 2023-24 is £0.306m. £0.240m of this has been provide from NHS Commissioners' funding, £0.060m from the Trust Reserves, and £0.006m from WG 2022-23 one-off recovery payment funding.

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

7.4 The revenue position for the PMO as at 30the June 223 is shown below, showing a forecast breakeven positon for the year against a budget of £0.306m.

PMO Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Pay	£0.084m	£0.305m	£0.305m	£0
Non-Pay	£0.001m	£0.001m	£0.001m	£0
Total	£0.086m	£0.306m	£0.306m	£0

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

Enabling Works Project Capital

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

7.7 The Project's financial position for 30th June 2023 is shown below. The forecast position reflects an expected breakeven position against a budget of £10.896m.

Enabling Works Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Pay	£0.076m	£0.230m	£0.267m	-£0.037m
Non-Pay	£3.300m	£10.667m	£10.629m	£0.037m
Total	£3.376m	£10.896m	£10.896m	£0.000m

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

- Temporary Electrical Supply £0.116m
- Water Main Diversion £0.829m
- Vegetation Clearance £0.258m
- Total £1.203m**

7.9 The Project spend relates to the following activities:

Enabling Works FBC Project Capital Budget & Spend Summary 2023-24						
Description	Year to Date			Financial Year		
	Budget Jun-23 £	Spend Jun-23 £	Variance Jun-23 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project 1b - Enabling Works FBC	69,422	75,669	-6,247	229,841	267,009	-37,168
Pay Capital Total	69,422	75,669	-6,247	229,841	267,009	-37,168
NON-PAY						
EF02 Utility Costs	554,682	554,682	0	2,218,727	2,218,727	0
EF03 Supply Chain Fees	87,500	87,500	0	375,000	375,000	0
EF04 Non Works Costs	78,126	78,126	0	312,505	312,505	0
EF05 ASDA Works	1,062,673	1,062,673	0	4,469,093	4,469,093	0
EF06 Walters D&B	1,516,991	1,516,991	0	3,033,982	3,033,982	0
EFQR Quantified Risk	6,247	0	6,247	257,245	220,077	37,168
EFRS Enabling Works FBC Reserves	0	0	0	0	0	0
Enabling Works FBC Project Capital Total	3,306,219	3,299,972	6,247	10,666,552	10,629,383	37,168
TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE	3,375,641	3,375,641	0	10,896,393	10,896,392	0

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

- Financial support may be required by nVCC Project due the current lack of funding for 2023-24. As at June 2023 the financial support is c£0.770m, with a total requirement of c£1.800m. The nVCC Project has made an interim capital funding request to WG for c£1.700m.
- There are three new elements that require additional funding as noted above, totalling £1.203m. Ministerial approval will be sought for this additional funding.

Revenue

7.11 The Escrow bank account for the Enabling Works Project as to date yielded a total of £0.158m interest, with £0.051m earned in the first quarter of this financial year. This interest will be utilised to fund the revenue element of the Enabling Works and nVCC Projects, with £0.011m provided to the Enabling Works Project. The required budget provision needs to be confirmed by Corporate Finance.

7.12 The Project's revenue position as at 30th June 2023 is shown below. The forecast position reflects an expected breakeven position for the year against budget of £0.011m.

Enabling Works Revenue Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Project Delivery	£0	£0.011m	£0.011m	£0
Total	£0	£0.011m	£0.011m	£0

7.13 The Project currently has no revenue financial risks for 2023-24.

New Velindre Cancer Centre Project Capital

7.14 The nVCC Project has not been allocated capital funding for this financial year. A funding request has been made to WG for c£1.7m.

- 7.15 The capital financial position for the nVCC Project for 30th June is shown below. The forecast overspend of £1.843m is due to the delay of the nVCC Financial Close into 2023-24 with no funding for the Project at this stage.

nVCC Capital Expenditure	Year to Date Spend	2023-24 Full Year		
		Budget	Forecast	Variance
Pay	£0.290m	£0	£0.903m	-£0.903m
Non-Pay	£0.497m	£0	£0.940m	-£0.940m
Total	£0.787m	£0	£1.843m	-£1.843m

- 7.16 The spend relates to the following activities:

nVCC OBC Project Capital Budget & Spend Summary 2023-24						
Description	Year to Date			Financial Year		
	Budget Jun-23 £	Spend Jun-23 £	Variance Jun-23 £	Annual Budget £	Annual Forecast £	Annual Variance £
PAY						
Project Leadership nVCC OBC	0	55,480	-55,480	0	159,460	-159,460
Project 2a - New Velindre Cancer Centre OBC	0	234,876	-234,876	0	743,309	-743,309
Pay Capital Total	0	290,357	-290,357	0	902,769	-902,769
NON-PAY						
nVCC OBC Project Delivery	0	13,953	-13,953	0	63,000	-63,000
Work Packages						
VC08 Competitive Dialogue - Dialogue & SP to FC	0	466,432	-466,432	0	860,232	-860,232
VC12 nVCC FBC	0	17,651	-17,651	0	17,651	-17,651
VCRS nVCC OBC Reserves	0	-945	945	0	-945	945
nVCC Project Capital Total	0	483,138	-483,138	0	876,938	-876,938
TOTAL nVCC OBC CAPITAL EXPENDITURE	0	787,447	-787,447	0	1,842,706	-1,842,706

- 7.17 The current risk to the Project is the lack of funding, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £1.700m.

Revenue

- 7.18 The Escrow bank account for the Enabling Works Project as to date yielded a total of £0.158m interest, with £0.051m earned in the first quarter of this financial year. This interest will be utilised to fund the revenue element of the Enabling Works and nVCC Projects, with £0.040m provided to the Enabling Works Project. The required budget provision needs to be confirmed by Corporate Finance. Further funding of £0.019m has been provided from the WG 2022-23 one-off recovery payment funding.
- 7.19 The revenue financial position for the nVCC Project for 30th June 2023 is shown below, reflecting a breakeven position for the year against budget of £0.059m.

nVCC Revenue Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.019m	£0.019m	£0.019m	£0
Project Delivery	£0	£0.030m	£0.030m	£0
Judicial Review	£0	£0.010m	£0.010m	£0

Total	£0.019m	£0.059m	£0.059m	£0
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7.20 The Judicial Review matter is now closed, and final costs are being collated from the legal team during July 2023. The total cost in 2023-24 is not expected to exceed £0.010m.

7.21 The Project currently has no revenue financial risks for 2023-24.

Service Delivery and Transformation Project

7.22 The revenue funding for the Project for 2022-23 is £0.180m from NHS Commissioners' funding, £0.131 from Trust reserves, and £0.001m from the WG 2022-23 one-off recovery payment funding. The resulting budget is £0.313m for this financial year.

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

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

SDT Expenditure	Year to Date Spend	2022-23 Full Year		
		Budget	Forecast	Variance
Pay	£0.076m	£0.299m	£0.299m	£0
Non-Pay	£0.005m	£0.013m	£0.013m	£0
Total	£0.081m	£0.313m	£0.313m	£0

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

8. KEY RISKS AND MITIGATING ACTIONS

8.1 There are currently three financial risks associated with TCS:

- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. This risk is being mitigated by a request to WG for funding for the Project of £1.700m.
- The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.
- There are three new elements to the Enabling Works Project that require additional funding as previously noted, totalling £1.203m. Ministerial approval will be sought for this additional funding.

9. TCS SPEND REPORT SUMMARY

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

- 9.2 Appendix 3 provides cumulative report to 31st March 2022. The report for the financial year 2022-23 is currently being produced.
- 9.3 The cumulative report shows a total spend for the TCS Programme of £30.352m (£26.481m Capital, £3.871m Revenue). The total pay costs for this period were £11.303m.
- 9.4 The spend to 31st March 2022 for each Project within the Programme is summarised below.

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

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

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

APPENDIX 1: TCS Programme Budget and Spend as at 30th June 2023

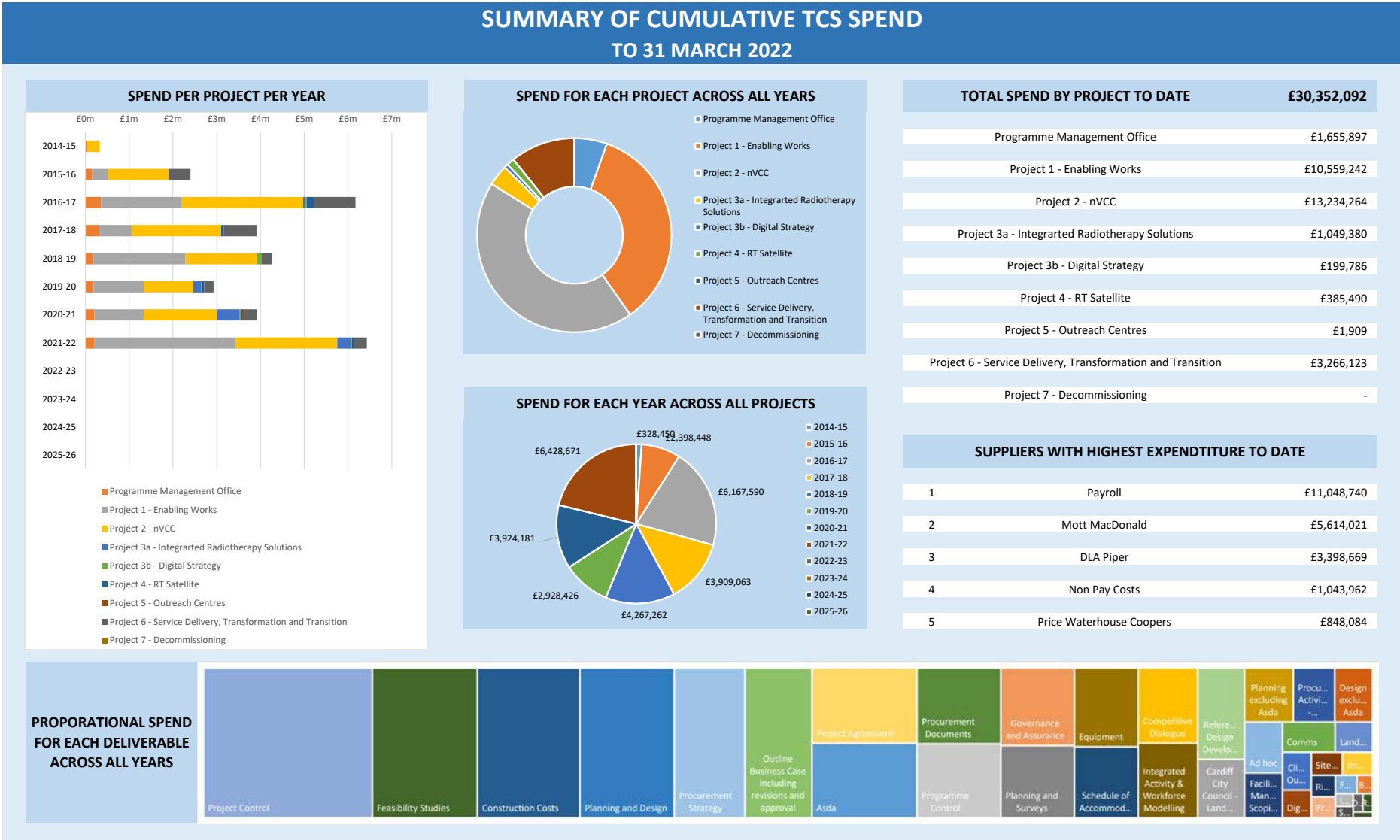
CAPITAL	Year to Date			Financial Year		
	Budget	Spend	Variance	Annual	Annual	Annual
	Jun-23	Jun-23	Jun-23	Budget	Forecast	Variance
	£	£	£	£	£	£
PAY						
Project Leadership nVCC OBC	0	55,480	-55,480	0	159,460	-159,460
Project 1b - Enabling Works FBC	69,422	75,669	-6,247	229,841	267,009	-37,168
Project 2a - New Velindre Cancer Centre OBC	0	234,876	-234,876	0	743,309	-743,309
Capital Pay Total	69,422	366,025	-296,603	229,841	1,169,778	-939,937
NON-PAY						
nVCC OBC Project Delivery	0	13,953	-13,953	0	63,000	-63,000
Project 1b - Enabling Works FBC	3,306,219	3,299,972	6,247	10,666,552	10,629,383	37,168
Project 2a - New Velindre Cancer Centre OBC	0	483,138	-483,138	0	876,938	-876,938
Capital Non-Pay Total	3,306,219	3,797,063	-490,844	10,666,552	11,569,321	-902,769
CAPITAL TOTAL	3,375,641	4,163,088	-787,447	10,896,393	12,739,099	-1,842,706

REVENUE	Year to Date			Financial Year		
	Budget	Spend	Variance	Annual	Annual	Annual
	Jun-23	Jun-23	Jun-23	Budget	Forecast	Variance
	£	£	£	£	£	£
PAY						
nVCC Pay Award	19,130	19,130	0	19,130	19,130	0
Programme Management Office	84,091	84,091	0	304,816	304,816	0
Project 6 - Service Change Team	76,091	76,091	0	299,336	299,336	0
Revenue Pay total	179,312	179,312	0	623,282	623,282	0
NON-PAY						
EW FBC Project Delivery	0	0	0	11,057	11,057	0
nVCC OBC Project Delivery	0	0	0	30,000	30,000	0
nVCC OBC Judicial Review	0	0	0	10,000	10,000	0
Programme Management Office	1,410	1,410	0	1,410	1,410	0
Project 6 - Service Change Team	5,000	5,000	0	13,340	13,340	0
Revenue Non-Pay Total	6,410	6,410	0	65,807	65,807	0
REVENUE TOTAL	185,722	185,722	0	689,089	689,089	0

APPENDIX 2: TCS Programme Funding for 2022-23

Description	Funding Type	
	Capital	Revenue
Programme Management Office	£0	£0.306m
Commissioner's Funding		£0.240m
Trust Revenue Funding		£0.060m
WG 2022-23 One-Off Recovery Payment Funding		£0.006m
Enabling Works FBC	£10.896m	£0.011m
2022-23 CEL from Welsh Government funding for Enabling Works FBC approved in February 2022	£10.896m	£0.011m
New Velindre Cancer Centre OBC	£0	£0.059m
Escrow Bank Account Income		£0.040m
WG 2022-23 One-Off Recovery Payment Funding		£0.019m
Radiotherapy Satellite Centre	£0	£0
No funding requested or provided for this project to date		
SACT and Outreach	£0	£0
No funding requested or provided for this project to date		
Service Delivery, Transformation and Transition	£0	£0.313m
Commissioner's Funding		£0.180m
Trust Revenue Funding		£0.131m
WG 2022-23 One-Off Recovery Payment Funding		£0.002m
VCC Decommissioning	£0	£0
No funding requested or provided for this project to date		
Total	£10.896m	£0.689m

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



TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE
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TRANSFORMING CANCER SERVICES (TCS) PROGRAMME DIRECTOR'S REPORT (PDR)

DATE OF MEETING	20/07/23
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PUBLIC OR PRIVATE REPORT	Public
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IF PRIVATE PLEASE INDICATE REASON	NOT APPLICABLE - PUBLIC REPORT
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REPORT PURPOSE	INFORMATION / NOTING
-----------------------	----------------------

IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?	NO
--	----

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

EXECUTIVE SUMMARY	<p>The TCS Programme will deliver a range of outcomes and benefits for patients across South-East Wales. The Programme was established in 2015 and consists of seven well defined projects that are being delivered by the Trust in conjunction with its various partners / stakeholders. This report therefore sets out the Delivery Confidence Assessment for the TCS Programme and associated progress and risk and issue reporting.</p> <p><i>This report has been updated following discussion at the Strategic Capital Board on 14.07.23 and Executive Management Board (Shape) on 17.07.23.</i></p>
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RECOMMENDATION / ACTIONS	It is recommended by the Programme Director and Associate Director of Programmes that despite an increase in RAG reporting (by individual projects) that the DCA for the overall programme should remain at Amber status – The Sub-Committee are asked to note this recommendation.
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GOVERNANCE ROUTE	
List the Name(s) of Committee / Group who have previously received and considered this report:	Date
Strategic Capital Board (<i>discussion of risks and issues relating to capital projects only</i>)	14/07/23
Executive Management Board (EMB) Shape	17/07/23
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS <i>Meeting not taken place at time of publishing</i>	

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

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

1. SITUATION

- 1.1 This Transforming Cancer Service (TCS) Programme Director’s Report provides a monthly assessment of the programme’s performance against a range of criteria, including the utilisation of the Delivery Confidence Assessment (DCA) methodology. The purpose of the report is to advise whether the programme is on track to deliver its stated objectives, and what remedial action (if any) is required.
- 1.2 The reporting period for this Programme Director’s Report covers from **9th June – 5th July 2023**.

2. BACKGROUND

- 2.1 The TCS Programme was established in 2015 and consists of seven well defined projects that are being delivered by the Trust in conjunction with its various partners / stakeholder. The TCS Programme will deliver a range of outcomes and benefits for patients across South-East Wales.

2.2 The Programme Directors report covers the following areas:

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

3. ASSESSMENT

a) Overall Programme Status: *Delivery Confidence Assessment*

- 3.1 The Delivery Confidence Assessment (DCA) is a well-used method of providing an overview of a Programme's or Projects status (it is used by the Infrastructure Projects Authority (IPA) Gateway Reviews and recognised in the Managing Successful Programmes methodology). The evaluation framework for the DCA is set out in **Appendix A** and it should be noted that the DCA is a qualitative based judgement having considered a range of evidence available across the programme i.e., it is an indicator of the position and cannot be definitive.
- 3.2 The TCS Associate Director of Programmes and TCS Programme Director have reviewed the TCS Programme's current and performance for the reporting period **9th June – 5th July 2023** and have concluded an Amber Status. Some of the key matters influencing the DCA are set out in the following tables.

Status (Trend)	Qualitative Measure	Previous Status - Amber	
Amber (↔)	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.	Amber	
	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	A. Programme Scope requires review as a result of new delivery and governance arrangements. Programme Resources require review as the Programme moves from planning into its implementation phase.	A. The PDB have approved the Programme Stocktake and draft implementation plan. This has been further augmented into a Tranche Review. An informal briefing session has also been held with Independent Members.	A. The Tranche review has now been reviewed, with a view of it being received by EMB Shape (Transformation Board) once it's been approved by the Programme Director. Programme Resource Plan to be updated once the Programme Scope is agreed and as part of standing up the new arrangements.

Amber	The main findings supporting the DCA are:	Mitigating Actions:	Action Status:
	B. A range of Project 2 (nVCC) risks have increased relating to commercial and planning matters required to achieve financial close in end Oct 2023.	<p>B. There has been a range of activities instigated to optimize the close out of commercial and planning matters.</p> <ul style="list-style-type: none"> i. Exec Directors given leadership responsibility for specific areas. ii. Mission Control Board and regular agile meetings are in place twice weekly. iii. Enhanced reporting (Programme to Financial Close paper) iv. Deep Dives have commenced in a range of specific areas, ranging from equipment to energy. v. Weekly FBC meetings have been convened to oversee and track progress ahead of financial close. 	<p>B. Updates as follows:</p> <ul style="list-style-type: none"> i. Exec areas of responsibility agreed and support ongoing. ii. Weekly Mission Control Board (MCB) meetings ongoing and regular provided across a range of key matters. iii. Programme to Financial Close (FC) paper provided fortnightly. Version 19 now in place. iv. Weekly FBC Co-ordination meeting ongoing and composite case completed and approved by Trust Board. Work now commencing to complete a near final FBC by September Trust Board.

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
Temporary Electrical installation	1	17th April 16th June 31 st August	Y	N	Y
McDonalds Layby Planning Permission Completed	1	3 rd July	N	Y	N
Water Main Pipe installation	1	July 2023	Y	Y	N
Velindre Trust Board Sign-off (5 Cases)	2	w/c 25th May June 2023	Y	Y	Y
Estates Annex to Shared Services	2	31st May w/c 17 th July 2023	Y	N	Y
Key:					
Red	Missed date, with no revised date for delivery				
Amber	Missed date, but with revised date for delivery or delivered late against original target date				
Green	Delivered on time				

c) TCS Programme Performance

Programme Performance Areas to Highlight:

Project 1 Enabling Works

Asda Works

The car park realignment and resurfacing works are ongoing. The planning permission for the McDonald's layby, which was submitted in April 2022, was approved on 3rd July 2023.

Velindre Works – nVCC Enabling Works Design & Build Contract (EW D&B)

The bridge construction is progressing. Concrete pouring of the bridge deck commenced on 23rd June. Kerbing is being prepared for installation. Pointing is completed on the listed pillar at the entrance to Whitchurch Hospital Grounds off Park Road. The final paint coat will be applied during next period of dry weather.

The utilities scope is being progressed with positive discussion held in relation to electricity, drainage and telecoms to the site. In respect of drainage, a S104 agreement has been drafted and agreed, which is awaiting signature. Once connection is completed, the foul drainage network improvement (relining of sewer) will be progressed. A telecoms order is also being placed with BT Openreach to procure the design and required infrastructure. Decommissioning of equipment and site compound from Lady Cory Field has commenced.

Project 2 nVCC

Planning & Site Readiness

The project continued to work with C&VUHB and CC and identified additional replacement habitat land to support the planning application and final land agreement is being sought, supported by Welsh Government.

Project 3a Integrated Radiotherapy Solution (IRS)

The new Halcyon machine is fully operational to full capacity. The LA5 (second linac replacement) removal is complete, with turnkey works due to commence Aug 2023 (tolerable delay due to PO delay).

The Contract Manager is in post from 10/07/23 who will work with the team to revise and implement benefits plan and lead contract review meetings with supplier.

Project 4 Radiotherapy Satellite Centre (RSC)

Project initiation is in progress, including the development of key project documentation. Project governance is currently being worked through by the Project leads and SRO, with the first RSC Project Board re-scheduled from June to 20th July.

The CT Sim procurement is on track with the specification completed on 31st May. 4 supplier presentations are scheduled throughout July.

The Scheme of Delegation for capital expenditure paper is on track to be submitted to EMB Shape on July 17th for approval followed by Trust Board on 27th July.

The RSC Equipment lists have been reviewed by leads and additional equipment added where required.

As a result of updated regulations, two design alteration change requests have been discussed and submitted to ABUHB/KIER, currently awaiting impact assessments.

SLA meetings internally and externally with ABUHB are progressing well.

The Project Plan/Milestones are in draft and are currently being worked through with workstream leads to align with ABUHB/KIER Master Plan.
An in-depth Risk Log Review is due to take place at the first Project Board on 20th July to reflect the updated project ownership following transition from TCS to VF.
Joint IRS and RSC funded admin resource requirements are being considered.

Project 5 Outreach

The Outreach Project is being managed by the Velindre Futures Programme and reports formally via the Velindre Futures Programme Assurance report to EMB. Discussions are ongoing with HBs and a final agreement as to the approach will be concluded shortly. The planning assumptions are being reviewed and engagement with HBs will be undertaken in the next few weeks.

Project 6 Service Delivery, Transformation & Transition

Transition & Commissioning planning has commenced led by Director of Service Change. Some preparatory work has been undertaken with nVCC and Velindre Futures / VCS Senior Leadership Team to map out the split of transition responsibilities and commence a review of the necessary transition projects. Additionally, there are regular detailed discussions with ACORN regarding the phasing and Commissioning programme for the initial move into the new nVCC facility. Formal reporting of the transition planning will commence in the Autumn.

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

Area	Status (Trend)	Position	Action	Target Date
Strategic Alignment (Reviewed Quarterly)	Green (↔)	<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 June 2023 and no material change/reason for misalignment are known. Next review in September 2023.</p> <p>CCLG regional approach is being reviewed following further engagement with stakeholders. All existing members have been written to seeking their views about future arrangements to inform an options paper. Several responses have now been received and a paper is being developed for consideration by CCLG members and CEOs.</p>	Sept 2023

Programme Scope (Reviewed Quarterly)	Amber (↓)	The TCS Programme Scope requires reconfirmation following the implementation of the new Trust governance arrangements.	The responsibility to deliver several projects has now transferred to the Velindre Futures. Further work is being undertaken to improve reporting arrangements.	Sept 23
Programme Budget (Reviewed Monthly)	Amber	The overall forecast outturn for the Programme is an overspend of £1.843m for the financial year 2023-24 against a budget of £11.585m.	No capital funding has been allocated to the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£1.700m has been made to WG.	August 2023
Governance and Approvals (Reviewed Monthly)	Amber (↓)	The Trust is implementing new governance arrangements which have seen the creation of a SCB and the migration of certain projects to Velindre Futures.	See mitigating actions for risk ID R360 (Projects 'on hold'), The new governance arrangements have been stood up from April 2023 as agreed by EMB. These will be reviewed alongside the Terms of Reference in Oct 2023 to ensure the new structure is operating as intended.	August 2023
Progress against Programme Plan (Reviewed Monthly)	Amber (↓)	The Programme is currently performing to its approved plan for projects 3a and 4 – now under Velindre Futures. Projects 1 & 2 have experienced a range of risks and issues which have impacted upon the project plan.	Risk Advisor reviewing risks with EW/nVCC Project at regular intervals.	Regularly monitored
Processes for Managing Risks and Issues (Reviewed Monthly)	Amber (↔)	Programme Risk and Issues are regularly reviewed and have mitigations and owners. There is the consistent use of risk and issue methodologies across the Programme. Given the scale, maturity, and complexity of the Programme the level of risk is relatively stable and commensurate with the activities being undertaken. See more detailed risk and issue review in sections I and J.	Programme & Project Risks and Issues Procedure currently being reviewed and updated as a result of new delivery and governance arrangements to ensure a consistent approach and continued alignment to Corporate Trust Risk Policy. A full risk review was undertaken in June resulting in the addition of several risks. The TCS team continues to engage with the Velindre Future programme to ensure risk management is aligned where possible.	Regularly monitored

Benefits (Reviewed Quarterly in Tranche 2)	Amber (↔)	The Programmes' projects are mainly in the planning and procurement phases and therefore implementation and benefits delivery has not yet commenced but are quantified. One member of the PMO team has recently attended a management of benefits course. The Programme benefits register was reviewed as part of the nVCC Full Business Case development.	Benefits Realisation Plan has been reviewed with no changes. Once there is clarity on the scope and mandate, this will inform the benefits framework and strategy currently under development.	As per Benefits Realisation Plans within Programme and project business cases
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d) External Programme Stakeholder Communication & Engagement

<p>The SE Wales Collaborative Cancer Leadership Group (CCLG)</p> <p>The future role of the CCLG and its relationship with the SE Wales regional planning mechanisms is being considered at a meeting on 14th July between the SE Wales Directors of Planning. A draft proposal is being discussed which will inform a final paper for consideration by the CCLG and regional CEOs.</p> <p>Please see also separate Communication and Engagement paper for a detailed update on comms & engagement activities.</p>

e) Change Controls or Exception Reports in reporting period

<i>Ref</i>	<i>Change Control(s)</i>	<i>Exception Report(s)</i>	<i>Description</i>
	0	0	

f) Programme Benefits Realisation

- 3.1 The programme has a wide range of benefits to deliver. The first phase of the programme has broadly been focused on the planning and procurement phases i.e., clinical model; developing infrastructure (business cases).
- 3.2 The Programme is now transitioning into the implementation phase, and this will allow the anticipated benefits to start to be realised.
- 3.3 Following a Benefits Management Review by the Programme and Project Coordinator, 10 steps have been recommended to improve current Benefits Management throughout the Trust. The initial step is to implement a Trust wide Benefits Management Framework and Strategy. A strategy is being drafted but requires further clarity around the programme scope and mandate to be fully developed.
- 3.4 A Programme benefits realisation plan is in place which is monitored. The status of benefits across the Programmes' projects can be seen in the Table below and there have been no changes from the previous reporting period:

Programme or Project	Not Required Currently	Deliverables set out in Project Brief	Benefits Quantified with Owner(s)	Benefits Being Delivered
Programme Overall		✓	✓	Still in planning stage
Project 1 - Enabling Works	✓	✓	✓	In implementation stage
Project 2 - nVCC		✓	✓	Still in planning stage
Project 3a - IRS		✓	✓	In implementation stage being Implemented by VF
Project 4 - RSC		ABUHB	✓	Still in planning stage, being managed by VF & ABUHB
Project 5 - Outreach		✓		Still in planning stage, being managed by VF
Project 6 - Service Delivery		✓		Still in planning stage
Project 7 - Site Decommissioning	✓	✓		Still in planning stage

g) **Project Status**

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

	Project Director	Plan	Budget	Quality	Scope	Project Resource	Overall Status	Proposed Action	Due Date
Project 1 – Enabling Works	David Powell	Amber	Amber	Green	Green	Green	Amber ↔	No specific actions identified on Highlight Report. Project 1 Team to review the project and financial plans and identify mitigating actions. An addendum to the EW FBC is being completed currently.	31/7
Project 2 – nVCC	David Powell	Amber	Red	Green	Green	Red	Amber ↔	Project to deliver a Recruitment Plan to address Project Resources. Project to re-baseline all project plans to reflect an October Finance Close.	14/7 30/6
Project 3a	Cath O'Brien	Green	Green	Green	Green	Green	Green ↔	No actions identified on Highlight Report	N/A
Project 4 – RSC	Jason Hoskins	Green	Green	Green	Green	Green	Green ↔	No actions identified on Highlight Report	N/A
Project 5 – Outreach		N/A						N/A	N/A
Project 6 – Service Delivery	Andrea Hague	Service change work being taken forward within Velindre Futures and business as usual service developments					Paused: No current rating ↔	Change control approved at March PDB meeting to transfer this project to Velindre Futures Programme. Dual reporting arrangements for Project 6c Transition to be established.	July 2023
Project 7 – Site Decommissioning	David Powell	To commence 12-18 months prior to opening of nVCC					N/A	N/A	N/A

h) Programme Master Plan and Critical Path

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

Summary of Dependencies & Associated Risks

Key Milestone	Description of Dependency	Linked Risk / Issue ID	Comment	Status (RAG)
Project 1 EW – Asda Construction	Should the Asda Enabling Works not complete on time, the impact would be that the Northern Access would not be available for the nVCC construction and as such could lead to the extension in overall construction time of the nVCC and potential impact on Project and Programme milestones including completion of construction, commissioning of equipment and overall opening date to patients.	R206 / I063 / R428 / R439	The nVCC Financial Close the likelihood of the Northern Access being available for start of construction is now currently looking more likely than not. As a result the status of this dependency has de-escalated, with the likelihood now rated 'Possible' and the impact 'Moderate'. Both the Water Main diversion works is ongoing and the McDonalds layby consent has completed in this reporting period and a result this dependency remains stable.	AMBER ↓
Project 1 EW – Velindre EW Main Contract	There are a number of elements to the Velindre Enabling Works, all of which lead to the site being prepared and accessible for the construction of the nVCC. Should the Velindre Enabling Works not complete on time, the impact would be that the access & facilities would not be available for MiM construction and as such could lead to the extension in overall construction time and	R395 / R400 / R403	The Northern Access completion are progressing well and on schedule to meet re-casted completion date. In relation to the Northern Access, the likelihood of this scenario has reduced to 'Possible' and the impact remains at 'Moderate'.	AMBER ↓

	potentially ultimate completion and opening of the nVCC and wider Programme activity including the IRS Implementation.			
Project 1/ 2 – Planning Matters	The importance of the Planning matters being resolved for the nVCC Project to progress would mean that if they are not resolved the impact would be felt across the TCS Programme, impacting several dependencies including construction of the nVCC and therefore ultimately the planned opening date and planned workforce, digital and equipment dependencies and deliverables and the IRS implementation.	R438	The approval of the McDonalds layby planning application has been completed in this reporting period. A new risk has been raised relating to potential planning expirations prior to completion of construction. Based on the latest status regarding the outstanding Planning matters the likelihood of this dependency scenario would currently remain as 'Possible' and the impact 'Moderate'.	AMBER ↔

i) Programme Risks – from 9th June – 5th July 2023

- 3.8 As part of the monthly reporting cycle for the Transforming Cancer Services Programme there is a Risks and Issues Management process that is followed and is set out below. Monitoring and updating of risks and issues is also dealt with on a day-to-day basis with the Risks and Issues Registers being live documents.

Risk / Issue Process	Completed by
Review of Risk Register undertaken by Risk Advisor	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

- 3.9 A risk checklist has been developed to ensure that the Risk and Issues Management process is being adhered to and to provide QA for accurate monthly reporting. The checklist can be found in **Appendix B** to this report.
- 3.10 Of the current live risks, the comparison between the inherent ratings and current

Inherent	→ Current Ratings				
	Likelihood				
Impact	5. Certain	4. Likely	3. Possible	2. Unlikely	1. Rare
5. Catastrophic	11 → 5				
4. Major					
3. Moderate	52 → 42				
2. Minor	21 → 30				
1. Insignificant	0 → 8				

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.

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

	New	Closed	Escalated	De-escalated	Transferred	Total changed risks / Issues
Risks	5	6	2	5	2	20
Issues	0	1	0	0	0	1

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

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

3.14 There has been 1 new risk with a rating of 15 and above across the programme and projects during this reporting period which can be seen in the table below.

ID	Description of Risk	Risk Owner	Direction of Travel	Current Rating	Owner / Mitigations	Mitigations on Track (Y/N)	Next Action Due Date
R446	There is a risk that delay to opening of the nVCC will lead to the necessity of transferring new equipment which has been procured in the interim leading to greater operational disruption, prolonged commissioning period and costs.	Andrea Hague	NEW	Likelihood 5 Impact 3 Overall 15	Risk Owner – Andrea Hague 1) Determine impact and seek WG support for revised cash flow - ongoing	Y	04.08.23

j. Programme Issues

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

k. Programme Look Forward

3.16 The key milestones expected in the next 3 months (August – October) are:

Milestone	Project	Date	Critical Path
August 2023			
Issue FBC to WG	2	w/c 15th May end of September 2023	Y
Summer Jambori	2	August	N
September 2023			
Arts in Health Coordinator in post	2	w/c 4 th Sept	N
October 2023			
Completion of Northern Access Bridge	1	Sept/Oct 2023	Y
WG Approval of FBC	2	28th Feb Oct 2023	Y

4. SUMMARY OF MATTERS FOR CONSIDERATION

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

5. IMPACT ASSESSMENT

TRUST STRATEGIC GOAL(S)	
Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals: YES - Select Relevant Goals below	
If yes - please select all relevant goals:	
<ul style="list-style-type: none"> Outstanding for quality, safety and experience An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations A beacon for research, development and innovation in our stated areas of priority An established 'University' Trust which provides highly valued knowledge for learning for all. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>



<ul style="list-style-type: none"> A sustainable organisation that plays its part in creating a better future for people across the globe <input checked="" type="checkbox"/> 													
RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF) For more information: STRATEGIC RISK DESCRIPTIONS	Choose an item All TCS risks 15 and above are escalated on the Trust risk register												
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Select all relevant domains below												
	<table> <tr><td>Safe</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Timely</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Effective</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Equitable</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Efficient</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>Patient Centred</td><td><input checked="" type="checkbox"/></td></tr> </table>	Safe	<input checked="" type="checkbox"/>	Timely	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Equitable	<input checked="" type="checkbox"/>	Efficient	<input checked="" type="checkbox"/>	Patient Centred	<input checked="" type="checkbox"/>
	Safe	<input checked="" type="checkbox"/>											
Timely	<input checked="" type="checkbox"/>												
Effective	<input checked="" type="checkbox"/>												
Equitable	<input checked="" type="checkbox"/>												
Efficient	<input checked="" type="checkbox"/>												
Patient Centred	<input checked="" type="checkbox"/>												
<p>The implementation of the Trusts Clinical Operating Model as set out in the TCS programme will impact on all of the above metrics.</p>													
SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED: For more information: https://www.gov.wales/socio-economic-duty-overview	Not required <i>[In this section, explain in no more than 3 succinct points why an assessment is not considered applicable or has not been completed].</i> Click or tap here to enter text												



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








	Major Programme Please explain if 'other' source of funding selected: Click or tap here to enter text
EQUALITY IMPACT ASSESSMENT For more information: https://nhs.wales365.sharepoint.com/sites/VEL/Intranet/SitePages/E.aspx	Yes - please outline what, if any, actions were taken as a result
	The TCS Programme has an existing Equality Impact Assessment
ADDITIONAL LEGAL IMPLICATIONS / IMPACT	Yes (Include further detail below)
	Click or tap here to enter text
	There are multiple commercial contracts required to deliver the infrastructure elements of the TCS Programme.

6. RISKS

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

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

Appendix A – Delivery Confidence Assessment

Colour	Criteria Description
	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.

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	Yes	BL	GB
All Risks / Issues have correct Next Review Date / Next Action Due Date	Yes	BL	GB
All Risks / issues have been correctly recorded as Private & Confidential	Yes	BL	GB



05/07/2023

				Projects Impacting On																					
ID	Date Registered	Originator	Risk emerging from	EW	nVCC	D+E	RSC	S+O	Service	Decomm	Prog	Owner	Exec Owner	Description of Risk	Last Reviewed	Proposed Mitigation Actions / Action Plan	Actions Status	Actionee	Next Action Due Date	Likelihood (Current)	Impact (Current)	Risk Rating (Current)	Direction of Travel	Target Risk Rating	Is the Risk Private & Confidential
R435	05-Jun-23	Bethan Lewis	2. nVCC		x	x			x	x	x	David Powell	David Powell	Clearance Limitations There is a risk that the NRW Licence puts limitations on clearance resulting in delays to construction	05-Jul-23	1) Application to be clear on expected plan for clearance works 2) Alternative plan should limitations be put in place 3) Scœure 3rd party opinion on clearance	1) application has been submitted stating the anticipated planned clearance areas and schedule to provide NRW with clear view of works including habitat creation requirements 2) alternative plan should concurrent days of clearing not be permissible by the licence 3) Ongoing	David Powell	04-Aug-23	3	5	15	Stable / No Movement	6	No
R444	05-Jun-23	Bethan Lewis	2. nVCC		x	x			x	x	x	David Powell	David Powell	EPSL Application Approval There is a risk that the EPSL application will not be approved or takes longer than planned to be approved by the NRW leading to delays to required clearance or miss the clearance window causing approx 6 month further delay.	05-Jul-23	1) Resolution of habitat management matters to provide NRW with assurance they require 2) Respond to any queries as a matter of priority 3) Liaise with Cardiff Council to agree approach 4) Work with WG to intervene if required 5) Maintain Actions Tracker	1) Ongoing 2) Ongoing 3) Ongoing 4) Ongoing 5) Ongoing	David Powell	04-Aug-23	3	5	15	Stable / No Movement	6	No
R446	03-Jul-23	Peter Brown	2. nVCC		x	x						Andrea Hague	David Powell	There is a risk that delay to opening of the nVCC will lead to the necessity of transferring new equipment which has been procured in the interim leading to greater operational disruption, prolonged commissioning period and costs.	03-Jul-23	1) Determine impact and seek WG support for revised cash flow	1) Ongoing	Andrea Hague	04-Aug-23	5	3	15	New Risk	10	No

Issue	Date Raised	Prog / nVCC Proj	Owner	Description (cause)	Prev Risk ID	Description (effect)	Priority (High, Med, Low)	Reported by	Reported to	Status (what is being done about this issue?)	Target issue resolution Date
I063	20-Jan-22	Enabling Works	Phil Morgan	Asda S278 There was a delay in submission of drawings from Sandersons to discharge the S278 conditions.		S278 (roundabout works in entrance to Asda car park - CCC highways) cannot commence until the agreement is sealed with Cardiff Council, resulting in delay to access through Asda, with cost and Programme impact to the MIM scheme. Current programme anticipates March '24 completion, delay of 3 months	Medium	David Powell	nVCC Project Board	1. Final drawings with corrections submitted from Sandersons to Cardiff Council. Approval of S278 awaited from CC. Complete 2. Drawings have been finalised for the S278 legal agreement to be drafted. S278 agreement needs to be sealed by Cardiff Council. Ongoing	Aug-23