

# Public TCS Programme Scrutiny Sub-Committee

Thu 23 November 2023, 13:30 - 14:30

Meeting Room, Velindre Headquarters

## Agenda

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13:30 - 13:45  
15 min

### 1. STANDARD BUSINESS

#### 1.1. Welcome & Introductions

Led by Stephen Harries, Chair and Independent Member

#### 1.2. Apologies for Absence

Led by Stephen Harries, Chair and Independent Member

#### 1.3. Declarations of Interest

Led by Stephen Harries, Chair and Independent Member

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

Led by Stephen Harries, Chair and Independent Member

To Approve

 1.4 Public TCS Scrutiny Minutes 26.10.2023 LF - SH.pdf (7 pages)

#### 1.5. Action Log

*Stephen Harries*

Led by Stephen Harries, Chair and Independent Member

To Approve

 1.5 Action Log.pdf (3 pages)

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13:45 - 14:05  
20 min

### 2. PROGRAMME GOVERNANCE

#### 2.1. Communications & Engagement

Led by Non Gwilym, Assitant Director of Communications

To Note

 2.1 Comms and engagement paper.pdf (12 pages)

#### 2.2. TCS Programme Finance Report

Led by Mark Ash, Assistant Project Director

To Note

 2.2 TCS Programme Board Finance Report (October 2023) - Cover Paper.pdf (7 pages)

 2.2 TCS Programme Board Finance Report (October 2023) - Main Report.pdf (16 pages)

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14:05 - 14:25  
20 min

## 3. PROGRAMME DELIVERY

### 3.1. Programme Director's Report

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

To Note

-  3.1 Programme Directors Report PSSC PUB Nov - v3.pdf (28 pages)
-  3.1 Appendix A\_DCA Assessment.pdf (1 pages)
-  3.1 Appendix B\_Risk Issues Checklist\_Nov23.pdf (2 pages)
-  3.1 Appendix C SRU issues log Nov 23.pdf (1 pages)

14:25 - 14:30  
5 min

## 4. ANY OTHER BUSINESS

Led by Stephen Harries, Chair and Independent Member

*Prior Agreement by the Chair Required*

14:30 - 14:30  
0 min

## 5. REVIEW OF THE MEETING

Led by Stephen Harries, Chair and Independent Member

14:30 - 14:30  
0 min

## 6. DATE & TIME OF NEXT MEETING

Thursday 21st December at 13.30 – 15.00

Meeting Room, Velindre Headquarters

14:30 - 14:30  
0 min

## 7. CLOSE

The Board 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).

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

**MINUTES OF THE MEETING HELD**

**26<sup>th</sup> October 2023 at 10.00 – 11.30**

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

**Members Present:**

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

**In attendance:**

|                         |  |
|-------------------------|--|
| Carl James (CJ)         | Executive Director of Strategic Transformation, Planning & Digital |
| Matthew Bunce (MB)      | Executive Director of Finance                                      |
| Lauren Fear (LF)        | Director of Corporate Governance and Chief of Staff                |
| Dr Jacinta Abraham (JA) | Executive Medical Director   |
| Sarah Morley (SM)       | Executive Director of OD & Workforce                               |
| Mark Ash (MA)           | Assistant Project Director, TCS                                    |
| Non Gwilym (NG)         | Communications and Engagement Director                             |
| Stephen Allen (SA)      | Regional Director, Llais Cymru                                     |
| Andrea Hague (AH)       | Director of Service Transformation                                 |
| Rachel Hennessy         | Interim Director, Velindre Cancer Centre                           |
| Tina Jenkins (TJ)       | Deputy Director of Nursing and Patient Experience                  |
| Cory Davies (CD)        | TCS Project and Programme Co-ordinator                             |
| Jessica Corrigan (JC)   | Secretariat / Business Support Officer                             |

**Apologies:**

|                      |   |
|----------------------|---|
| Steve Ham (SHam)     | Trust Chief Executive                                     |
| Gavin Bryce (GB)     | Associate Director of Programmes                          |
| Cath O'Brien (COB)   | Chief Operating Officer                                   |
| Nicola Williams (NW) | Executive Director of Nursing, AHP's & Medical Scientists |
| David Powell (DP)    | nVCC Project Director                                     |
| Carys Jones (CJones) | Senior Programme Delivery & Assurance Manager             |

| 1.0 | STANDARD BUSINESS  | ACTION |
|-----|--|--------|
| 1.1 | <b>Welcome &amp; Introductions</b><br><i>Led by Stephen Harries, Chair and Independent Member</i><br><br>SH welcomed attendees to the meeting. |        |



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|-----|--|--|
| 1.2 | <p><b>Apologies for Absence</b></p> <p><i>Led by Stephen Harries, Chair and Independent Member</i></p> <p>Apologies were noted as above.</p>   |  |
| 1.3 | <p><b>Declarations of Interest</b></p> <p><i>Led by Stephen Harries, Chair and Independent Member</i></p> <p>No declarations of interest were received.</p>  |  |
| 1.4 | <p><b>Minutes of the Sub-Committee Meeting held on 12<sup>th</sup> October 2023.</b></p> <p><i>Led by Stephen Harries, Chair and Independent Member</i></p> <p>It was queried if the following phrase was added post script:<br/>“At the time of writing this report it was uncertain whether to take the electricity line through Cardiff and Vale University Health Board land. It has since been confirmed, the route will be through Cardiff and Vale.”</p> <p>After listening to the recording, the confirmed route was mentioned during the meeting. The minutes have been amended to: “It was confirmed during the TCS Programme Scrutiny Sub-Committee, the route will be through Cardiff and Vale University Health Board”.</p> <p>Within section 1.5 Action Log it should read: “The tranche report will be coming back to the TCS Programme Scrutiny Sub-Committee on 26<sup>th</sup> October 2023.”</p> <p>Following the above amendments, the TCS Programme Scrutiny Sub-Committee <b>approved</b> the minutes of the meeting held on 12<sup>th</sup> October 2023.</p> |  |
| 1.5 | <p><b>Action Log</b></p> <p><i>Led by Stephen Harries, Chair and Independent Member</i></p> <p>Actions 120, 143 and 147 will remain open until the TCS Programme Scrutiny Sub-Committee are satisfied they are covered within the Tranche report.</p> <p>Action 147: It was confirmed there was an error within the paper, MB confirmed the £41,000 relates to £30,000 project delivery costs and £11,000 relates to the judicial review costs.</p> <p>Action 121: It was highlighted this action is relating to addressing the common themes that are currently scattered throughout the risk register.</p>   |  |



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|            | <p>The wording within the action has been updated to reflect it's relating to the common themes scattered throughout the risk register. It was confirmed the Trust are working through the individual risks to ensure they are all being covered either within the Tranche report or within Velindre Futures.</p> <p>It was agreed to close actions 140 and 147.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>approved</b> the action log.</p>   |  |
| <b>2.0</b> | <b>PROGRAMME GOVERNANCE</b>  |  |
| <b>2.1</b> | <p><b>Communications &amp; Engagement</b><br/><i>Led by Non Gwilym, Assistant Director of Communications</i></p> <p>The Communication and Engagement paper was presented to the TCS Programme Scrutiny Sub-Committee. The report details the work to promote the nVCC project, detail the communications issued and highlighting the engagement activities carried out recently.</p> <p>It was brought to the Committees attention within paragraph 1.3 correspondence, the key figures within the Communication paper states there are 27 correspondences received and 8 have been responded to. NG assured the TCS Programme Scrutiny Sub-Committee there is no delay in responding to the correspondence. Sometimes due to the nature of the correspondence there is a need to collate the information prior to responding which is why they are held up.</p> <p>It was suggested using commentary within this section of the report to show the discrepancies between the correspondence received and sent to explain to the TCS Programme Scrutiny Sub-Committee but also the public.</p> <p>The Communication Team are responding to the correspondences as quickly as possible within the timescale.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>noted</b> the communication and engagement paper.</p> |  |
| <b>2.2</b> | <p><b>TCS Programme Finance Report</b><br/><i>Led by Mark Ash, Assistant Project Director</i></p> <p>The TCS Programme Finance Report was delivered to the TCS Programme Scrutiny Sub-Committee. The purpose of the report is to provide a financial update to the TCS Programme Delivery Board for the financial year 2023-2024, outlining spend to date against budget as at Month 06 and the current full year forecast.</p> <p>The overall forecast for the Programme is an overspend of £2.894m for the financial year 2023-2024 against a budget of £11.641m. Capital funding has</p>  |  |



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|     | <p>not been allocated for the Outline Business Case phase of the nVCC Project for this financial year, resulting in the aforementioned overspend. A funding request for c£2.800m has been made to Welsh Government. MB provided assurance to the TCS Programme Scrutiny Sub-Committee that he is confident that capital funding will be returned from Welsh Government.</p> <p>SA highlighted to the committee from a public perspective, the current financial situation being faced by the NHS is significant. It was queried that based on the current situation, will the project slow down as a result of the current financial position the NHS Wales is in? It was explained that the majority of the investment Welsh Government are making is capital. The new Velindre Cancer Centre costs have been reflected in the Welsh Government capital plans. MB does not envisage issues in terms of Welsh Government capital funding for this project at this point in time.</p> <p>It was identified there was a mistake within paragraph 4.3, it should be £2.800M (not £2.700M).</p> <p>The TCS Programme Scrutiny Sub-Committee <b>noted</b> the financial position for the TCS Programme and Associated Projects for 2023-24 as at 30th September 2023.</p>   |  |
| 2.3 | <p><b>Nuffield Update</b><br/><i>Led by Carl James, Executive Director of Strategic Transformation, Planning and Digital</i></p> <p>The Nuffield paper outlines the collective assessment of where we are against the Nuffield Trust recommendations. The following key points were highlighted to the TCS Programme Scrutiny Sub-Committee:</p> <ul style="list-style-type: none"><li>- The agreed regional approval process for this collective report is via the Collaborative Cancer Leadership Group (CCLG). However, it has been agreed by the SE Wales Chief Executives to place the CCLG into the South East Wales Programme Portfolio programme from August 2023 to support its ongoing progress. As such, the report was received at the Portfolio Delivery Board on 5<sup>th</sup> October.</li><li>- A single regional Cancer Programme Board will be established to reinvigorate the strategic system leadership that the CCLG first created. It will be chaired by the Chief Executive of Aneurin Bevan University Health Board and have a dedicated clinical lead, programme manager and supporting administration.</li><li>- It is envisaged that a Cancer Programme will be developed through the same process adopted by the other regional programmes. This is likely to include a series of collaborative regional workshops to design, develop, articulate and prioritise the future cancer programme</li></ul> |  |



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|            | <p>to anticipated to commence late 2023. Progress against the Nuffield recommendations will also inform these discussions and programme design.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>noted</b> the collective South East Wales progress update against the Nuffield Trust recommendations.</p>   |                                     |
| <b>3.0</b> | <b>PROGRAMME DELIVERY</b>  |                                     |
| <b>3.1</b> | <p><b>Programme Director's Report</b><br/><i>Led by Carl James, Executive Director of Strategic Transformation, Planning and Digital</i></p> <p>The Programme Director's Report was delivered to the TCS Programme Scrutiny Sub-Committee.</p> <p>The reporting period for the Programme Director's Report covers from 7<sup>th</sup> September – 6<sup>th</sup> October 2023. If the mitigating actions do not deliver a positive outcome in this timeframe, it is possible that the Delivery Confidence Assessment (DCA) rating would change to Amber/Red in the next reporting period. A number of issues required to achieve financial close. These include:</p> <ul style="list-style-type: none"><li>• Technical/Design matters</li><li>• Commercial construct agreed with WG/Acorn</li><li>• Agreement of governance timetable with Welsh Government</li><li>• Confirmation of Gateway Review dates</li><li>• Completion of the FBC</li><li>• Clearance of site</li></ul> <p><b>Project 3a Integrated Radiotherapy Solution (IRS) and Project 4: Radiotherapy Satellite Centre:</b></p> <p>The Neville Hall Project is approximately 10 weeks behind schedule, it is hoped to claw back some time. RAAC has been identified within the Neville Hall Estate.</p> <p>A more detailed update will be provided on Radiotherapy during the November TCS Programme Scrutiny Sub-Committee.</p> <p>HJ requested to see the progress of the build programme as we are approaching winter we are at risk at falling further behind with the programme of work. HJ requested for this to be sent via email.</p> | <p><b>COB</b></p> <p><b>COB</b></p> |





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|     | <p><b>Project 5 Outreach:</b></p> <p>It has been identified that there is a requirement for circa 32.5 SACT Chairs by 2025 / 2026. This is calculated by identifying what the overall system requirement would be for the number of SACT chairs across the region to meet that level of expected demand.</p> <p>The clinical operational model has identified ideally 10% of services will be delivered at home, 45% delivered within Outreach and 45% delivered within the new Velindre Cancer Centre which equals the total capacity of chairs.</p> <p>Assurance was provided to the TCS Programme Scrutiny Sub-Committee that SACT and Outreach Services are running from Neville Hall Hospital. During COVID the SACT Services were not operating from Neville Hall but these services are since operating again.</p> <p>The TCS Programme Scrutiny Sub-Committee <b>noted</b> the Programme Directors Report.</p>   |  |
| 3.2 | <p><b>Tranche Report</b><br/><i>Led by Carl James, Executive Director of Strategic Transformation, Planning and Digital</i></p> <p>The Tranche Report was delivered to the TCS Programme Scrutiny Sub-Committee.</p> <p>As SHam couldn't attend the October TCS Programme Scrutiny Sub-Committee, the meeting Chair indicated that he and the Members would prefer that the Chief Executive Officer be present when discussing the Tranche Report in detail. Therefore only an initial view on the paper would be sought in this meeting.</p> <p>It was decided following the initial conversation a refreshed version of the Tranche Report will be brought back to the November Committee subject to the Independent Members comments and feedback which will be emailed across to CJ. The following comments were noted during the TCS Programme Scrutiny Sub-Committee:</p> <ul style="list-style-type: none"><li>- Questioning how each project within TCS Programme fits into each other</li><li>- What are the impacts of any delays to each project</li><li>- The risks and resource elements are missing from the Tranche report</li><li>- Needing to highlight the risks moving forward within the Tranche report</li><li>- Referencing to CHC need updating to Llais</li><li>- Needing more up to date data as the report currently refers to October 2022 data</li></ul> |  |





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|            | The initial comments have been received and Tranche Report was <b>noted</b> .                                     |  |
| <b>4.0</b> | <b>ANY OTHER BUSINESS</b>   |  |
|            | There were no additional items of business brought for discussion.  |  |
| <b>5.0</b> | <b>REVIEW OF THE MEETING</b>  |  |
|            | There were no additional comments or questions.   |  |
| <b>6.0</b> | <b>DATE &amp; TIME OF NEXT MEETING</b>  |  |
|            | The next meeting of the TCS Programme Scrutiny Sub-Committee will be held on 23 <sup>rd</sup> November at 1.30pm. |  |

## TCS Programme Scrutiny Sub-Committee

November 2023

### Action Summary – PUBLIC

| No. | Action   | Owner                                   | Date Raised | Target Date   | Progress to date  | Status (Open / Closed)   |
|-----|--|---|-------------|---|---|--|
| 147 | No revenue funding has been allocated for Project Delivery and Judicial Review elements of the nVCC project for this financial year. A funding request of £0.041m is being made to the Trust. It was highlighted that the Trust is not anticipating further judicial review costs for this year. Further clarity is also being sought in relation to the £0.041m. LF to clarify directly with Independent Members exactly what the £0.041m is relating to. | Lauren Fear                             | 12/10/2023  | 26/10/2023  | It was confirmed there was an error published within the TCS Programme Finance Report from the October Sub-Committee. Matt Bunce confirmed the £41,000 relates to £30,000 project delivery costs and £11,000 relates to the judicial review costs.                              | CLOSED   |
| 120 | <b>Multiple actions linked to work on Programme Tranche Report – in Appendix below</b><br>120<br>121<br>122<br>130   | 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"> <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><br>(To be addressed in line with Programme Tranche Report) |
| 121 | <b>TCS Programme Risk Register</b><br>COB agreed to incorporate into the report addressing the common themes that are currently scattered throughout   | Cath O'Brien / Sarah Morley             | 22/03/2022  | 23/11/2023  | Same work as to refresh the Programme Tranche Report.   | <b>OPEN</b><br>(To be addressed in line with                           |

| No.        | Action  | Owner                           | Date Raised | Target Date | Progress to date   | Status (Open / Closed)  |
|------------|---|---------------------------------|-------------|-------------|--|---|
|            | 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>Programme Tranche Report)</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> | 22/03/2022  | 23/11/2023  | <i>Same work as to refresh the Programme Tranche Report.</i> | <b>OPEN<br/>(To be addressed in line with Programme Tranche Report)</b> |
| <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>             | 22/03/2022  | 23/11/2023  | <i>Same work as to refresh the Programme Tranche Report.</i> | <b>OPEN<br/>(To be addressed in line with Programme Tranche Report)</b> |
| <b>143</b> | SA queried whether a list of all current TCS schemes, along with a timeline of completion, was available as this would be a useful reference document to provide information and assurance to the public. GB agreed to look at providing a one-page, bullet point update summary.   | <b>Gavin Bryce</b>              | 20/04/23    | 23/11/2023  | <i>Same work as to refresh the Programme Tranche Report.</i> | <b>OPEN<br/>(To be addressed in line with Programme Tranche Report)</b> |

| No. | Action  | Owner       | Date Raised | Target Date | Progress to date   | Status (Open / 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    | 23/11/2023  | <i>Same work as to refresh the Programme Tranche Report.</i> | <b>OPEN</b><br><i>(To be addressed in line with Programme Tranche Report)</i> |
| 147 | <b>Project 3a Integrated Radiotherapy Solution (IRS) and Project 4: Radiotherapy Satellite Centre</b><br>A more detailed update will be provided on Radiotherapy during the November TCS Programme Scrutiny Sub-Committee.  | Cath Obrien | 26/10/2023  | 23/11/2023  | <i>No update received.</i>                                   | <b>OPEN</b>   |
| 148 | <b>Project 3a Integrated Radiotherapy Solution (IRS) and Project 4: Radiotherapy Satellite Centre</b><br>HJ requested to see the progress of the build programme as we are approaching winter we are at risk at falling further behind with the programme of work. HJ requested for this to be sent via email.  | Cath Obrien | 26/10/2023  | 23/11/2023  | <i>No updated received.</i>                                  | <b>OPEN</b>   |

## TCS Programme Scrutiny Sub-Committee

### Communications and Engagement Update

|  |  |
|--|--|
| <b>DATE OF MEETING</b>                                   | 23/11/2023   |
| <b>PUBLIC OR PRIVATE REPORT</b>                          | Public   |
| <b>IF PRIVATE PLEASE INDICATE REASON</b>                 | NOT APPLICABLE - PUBLIC REPORT   |
| <b>REPORT PURPOSE</b>                                    | INFORMATION / NOTING   |
| <b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b> | NO   |
| <b>PREPARED BY</b>                                       | Thomas Deacon, Senior Communications Manager   |
| <b>PRESENTED BY</b>                                      | Non Gwilym, Communications and Engagement Director   |
| <b>APPROVED BY</b>                                       | Lauren Fear, Director of Corporate Governance & Chief of Staff   |
| <b>EXECUTIVE SUMMARY</b>                                 | A summary of activity by the communications and engagement team to promote the work of the nVCC project during the reporting period. |
| <b>RECOMMENDATION / ACTIONS</b>                          | The TCS Programme Scrutiny Sub-Committee is asked to note the paper.   |



| GOVERNANCE ROUTE   |            |
|--|------------|
| List the Name(s) of Committee / Group who have previously received and considered this report: | Date       |
| nVCC & EW Project Board  | 15/11/2023 |
|  |            |
| <b>SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS</b>                                  |            |
| NOTED  |            |

| 7 LEVELS OF ASSURANCE                                      |  |
|--|--|
|  |  |
| <b>ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR</b> | Level 7 - Improvements sustained over time - BAU |

| APPENDICES |  |
|------------|--|
|            |  |

## 1. SITUATION

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

## 2. BACKGROUND

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

## 3. ASSESSMENT

### 1. Communications

#### 1.1 Proactive digital communications

### **nVCC project blog**

We have continued to post regularly on our internal nVCC project blog which will house all updates on the project going forward. The blog remains displayed prominently on the intranet landing page providing easy access for staff across the Trust to follow and stay informed about the progress of the project. More than 25 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 700 views from staff members. The posts published during this reporting period include:

#### **Staff drop-in design session**

We shared details on a staff drop-in session where members of the team were on hand to share updated design plans for the nVCC.

#### **Lady Cory Field**

We shared information on our ongoing work at Lady Cory Field. This included the improvements made, details on the planning process and a map of the new layout. This was also shared across our social media channels and with key stakeholders via email.

#### **Office accommodation study**

We shared details of a two-week study looking at the ways we use our offices and admin areas as part of the planning and design of future workspaces at the nVCC.

#### **Spooky Jambori**

We promoted the Spooky Jambori that was held at the VCC. Following the event, we also shared images of some of the parents and children that attended. Both posts were also shared across our social media channels and we shared details of the event with our key stakeholders via email.

#### **Latest bridge images**

We also shared several of the latest images of the bridge at Asda Coryton with information on when the bridge will be fully complete.

## **1.2 Media queries**

During the reporting period we received two requests from the media for comment:

#### **Site clearance**

Nation Cymru requested a comment after the main site clearance works started. We issued the following comment:

*"We are in the process of further preparation works on the site of the new Velindre Cancer Centre after receiving the European Protected Species Licence as approved by Natural Resources Wales.*



*“The activity on site aligns with the ecological window. Ecologists are on site overseeing the work which includes the safe movement of wildlife to surrounding habitat. Throughout, security reviews are being maintained to ensure public and contractor safety and confidence.”*

### **Permissions and site clearance**

We received a further query regarding the site clearance works and how this relates to financial close, and under what permissions the work is allowed. We issued the following comment in response:

*“As stated, the clearance work on site is one of many activities underway to prepare for the development of the new Velindre Cancer Centre, which is critical in safeguarding the provision of crucial treatment and care for the 1.5 million people of south Wales over the coming decades.*

*“The works are not reliant on the Welsh Government’s approval of the business case and are being delivered by Acorn on the basis of the planning permission granted by Cardiff Council in 2023 (Reserved Matters application) and the European Protected Species License issued by Natural Resources Wales.*

*“The activity is key to enable the development of the new centre, must be carried out during the appropriate ecological window and is being conducted under the supervision of ecologists.”*

## **1.3 Correspondence**

| <b>Number of correspondence open at time of meeting</b> | <b>Number of correspondence received during reporting period</b> | <b>Number of correspondence closed since last meeting</b> |
|---|--|---|
| <b>1</b>  | <b>3</b>   | <b>28</b>   |

The variety of topics on correspondence closed and open during the reporting period include:

- Lady Cory Field works – concerns about widened footpaths, not being returned in “original state” and queries about access to Coryton Station
- EPSL approval

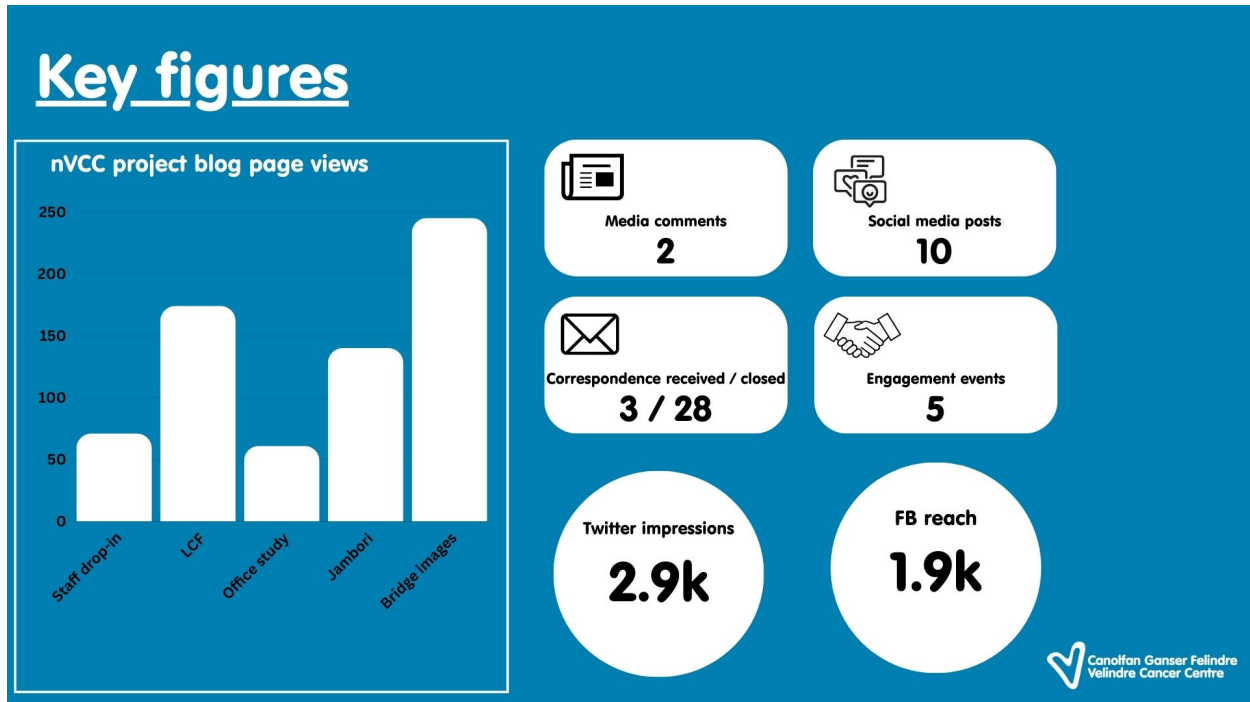


GIG  
CYMRU  
NHS  
WALES

Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

## Key figures

Below is a highlight of some key metrics of our output during the reporting period. Going forward, we will begin to include targets for some of the key figures to best measure impact.



## 1.4 Engagement

### Resident drop-in event

We held our regular resident drop-in event at Whitchurch Library on October 26. A number of residents attended with several queries and questions. These covered topics including:

- **Plans for area near Clos Coed Hir**  
Several queries on this topic including; what plants will be used in habitation plans, will residents be consulted/involved, concerns about wildlife entering people's gardens/homes.
- **Lady Cory Field**  
Issues raised included that residents do not feel it is being returned in the state they thought it would be, queries on why the paths are so wide, if the

path to Coryton Station will ever be opened and concerns over the impact of the newly installed lighting

- **Financial close progress**

General questions on when the nVCC will open, why is it delayed, and concerns that the deal will not be complete and housing will be developed on the main site instead

- General grievances about combination of ongoing works across Whitchurch by the Trust, Welsh Water, National Grid etc

### Macmillan Coffee Morning

- We were invited to support a coffee morning hosted at Whitchurch Library in aid of Macmillan Cancer Support. The event was well attended and offered the opportunity to engage with local residents, answer community queries and signpost to Velindre services.



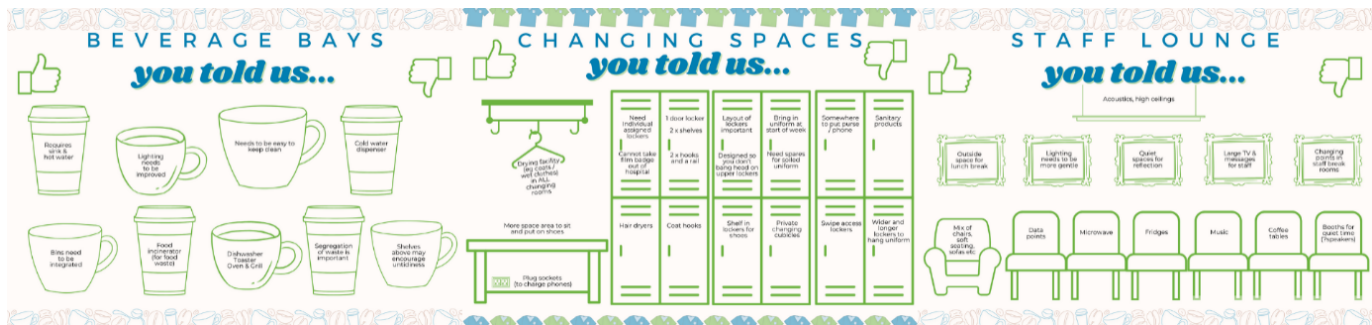


GIG  
CYMRU  
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## Staff Drop-in feedback

- staff from across the cancer centre visited the drop-in session on October 13<sup>th</sup> to see the updated designs and share their thoughts on beverage bays, changing spaces and the staff lounge. This session was particularly well attended by operational services amongst a range of other staff groups.



- **Coryton Primary**  
The latest Bumbles of Honeywood Session was held at Coryton Primary School, sponsored by Walters. In line with the curriculum, the scheme introduces enterprise during fun and engaging workshop sessions. The children had lots of challenging questions for us!







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- **Spooky Jambori**

More than 50 local residents, patients and staff came along to the Spooky Jambori on 31st October and took part in free family arts and crafts activities.



**2. Next month**

- Continued communications support for the enabling works project
- Series of videos to be shared, including interviews with Walters representatives discussing aspects of enabling works
- Velindre bridge completion comms event to be finalised and issued
- Lady Cory Field improvements post to be published

**3. SUMMARY OF MATTERS FOR CONSIDERATION**

N/A



#### 4. IMPACT ASSESSMENT

| TRUST STRATEGIC GOAL(S)   |  |
|---|--|
| Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals:<br><b>Choose an item</b>   |  |
| <p>If yes - please select all relevant goals:</p> <ul style="list-style-type: none"> <li>• Outstanding for quality, safety and experience <input type="checkbox"/></li> <li>• An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations <input checked="" type="checkbox"/></li> <li>• A beacon for research, development and innovation in our stated areas of priority <input type="checkbox"/></li> <li>• An established 'University' Trust which provides highly valued knowledge for learning for all. <input type="checkbox"/></li> <li>• A sustainable organisation that plays its part in creating a better future for people across the globe <input checked="" type="checkbox"/></li> </ul> |  |
| <b>RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF)</b><br>For more information: <a href="#">STRATEGIC RISK DESCRIPTIONS</a>  | 02 - Partnerships Working / Stakeholder Engagement   |
| <b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>   | <b>Select all relevant domains below</b>   |
|   | Safe <input type="checkbox"/><br>Timely <input type="checkbox"/><br>Effective <input type="checkbox"/><br>Equitable <input type="checkbox"/><br>Efficient <input type="checkbox"/><br>Patient Centred <input type="checkbox"/> |



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|  |  |
|--|--|
|  | <p>The Key Quality &amp; 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).</p> <p>Click or tap here to enter text</p> |
| <p><b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b></p> <p>For more information:<br/><a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a></p> | <p>Not required</p> <p><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></p> <p>Click or tap here to enter text</p>  |



|  |   |
|--|---|
| <b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b>   | <p>A Wales of Cohesive Communities - Attractive, viable, safe and well-connected communities.</p> <p>All Wellbeing goals are considered in the development and implementation of the Communications and Engagement plan in support of the nVCC,</p> <p>If more than one wellbeing goal applies please list below:<br/> <b>Click or tap here to enter text</b></p>   |
| <b>FINANCIAL IMPLICATIONS / IMPACT</b>   | <p>There is no direct impact on resources as a result of the activity outlined in this report.</p> <p><b>Source of Funding:</b><br/> <b>Choose an item</b></p> <p>Please explain if 'other' source of funding selected:<br/> <b>Click or tap here to enter text</b></p> <p><b>Type of Funding:</b><br/> <b>Choose an item</b></p> <p><b>Scale of Change</b><br/>       Please detail the value of revenue and/or capital impact:<br/> <b>Click or tap here to enter text</b></p> <p><b>Type of Change</b><br/> <b>Choose an item</b><br/>       Please explain if 'other' source of funding selected:<br/> <b>Click or tap here to enter text</b></p> |
| <b>EQUALITY IMPACT ASSESSMENT</b><br><i>For more information:</i><br><a href="https://nhs.wales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx">https://nhs.wales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx</a> | <p>Not yet completed - Include further detail below why</p> <p>The new strategy in support of the FBC will be subject to the EQIA.</p>  |
| <b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b>  | <p>There are no specific legal implications related to the activity outlined in this report.</p> <p><b>Click or tap here to enter text</b></p>  |



## 5. RISKS

|   |                                 |
|---|---------------------------------|
| ARE THERE RELATED RISK(S) FOR THIS MATTER                               | No                              |
| WHAT IS THE RISK?   |                                 |
| WHAT IS THE CURRENT RISK SCORE  | Insert Datix current risk score |
| HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?          |                                 |
| BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?           | Insert Date                     |
| ARE THERE ANY BARRIERS TO IMPLEMENTATION?                               | Choose an item                  |
| All risks must be evidenced and consistent with those recorded in Datix |                                 |

**TRANSFORMING CANCER SERVICES PROGRAMME SCRUTINY SUB COMMITTEE**

**TCS Programme Finance Report 2023-24  
October 2023**

|  |   |
|--|---|
| <b>DATE OF MEETING</b>                                   | 23 <sup>rd</sup> November 2023  |
| <b>PUBLIC OR PRIVATE REPORT</b>                          | Public  |
| <b>IF PRIVATE PLEASE INDICATE REASON</b>                 | NOT APPLICABLE - PUBLIC REPORT  |
| <b>REPORT PURPOSE</b>                                    | INFORMATION / NOTING  |
| <b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b> | NO  |
| <b>PREPARED BY</b>                                       | Mark Ash, Assistant Project Director, nVCC and Enabling Works Projects  |
| <b>PRESENTED BY</b>                                      | Matthew Bunce, Executive Director of Finance  |
| <b>APPROVED BY</b>                                       | Matthew Bunce, Executive Director of Finance  |
| <b>EXECUTIVE SUMMARY</b>                                 | <p>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 31st October 2023 and the current year-end forecast.</p> <p>The year-to-date spend for the TCS Programme is £11.576m Capital and £0.460m Revenue, with a forecast expenditure for the current financial year of £17.928m Capital and £0.785m Revenue against budgets of £14.778m and £0.744m respectively.</p> |



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## RECOMMENDATION / ACTIONS

The TCS Programme Scrutiny Sub-Committee are asked to **NOTE** the financial position for the TCS Programme and Associated Projects for 2023-24 as at 31<sup>st</sup> October 2023.

## GOVERNANCE ROUTE

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

Date

(DD/MM/YYYY)

(DD/MM/YYYY)

(DD/MM/YYYY)

## SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS

N/A

## 7 LEVELS OF ASSURANCE

The purpose of the report to provide assurance on the financial position of the EW and nVCC Project.

**ASSURANCE RATING ASSESSED  
BY BOARD DIRECTOR/SPONSOR**

Select Current Level of Assurance

## APPENDICES

01

Main TCS Programme Finance Report October 2023

## 1. SITUATION

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

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. SUMMARY OF MATTERS FOR CONSIDERATION

The summary financial position for the TCS Programme for the year 2023-24 as at October 2023 is provided below.

| Expenditure Type | Year to Date Spend | 2023-24 Full Year |                 |                 |
|------------------|--------------------|-------------------|-----------------|-----------------|
|                  |                    | Budget            | Forecast        | Variance        |
| Capital          | £11.576m           | £14.778m          | £17.928m        | -£3.150m        |
| Revenue          | £0.460m            | £0.744m           | £0.785m         | -£0.041m        |
| <b>Total</b>     | <b>£12.036m</b>    | <b>£15.523m</b>   | <b>£18.714m</b> | <b>-£3.191m</b> |

The overall forecast outturn for the Programme is an overspend of £3.191m for the financial year 2023-24 against a budget of £15.523m.

Additional Capital Projects commenced in October 2023:

- Advanced Design Development Agreement – Capital funding of £3.882m approved provided in October 2023
- Whitchurch Hospital Site – Capital funding to be secured from WG as part of the EW FBC addendum

Further details of these two Project are provided in Section 7.

Capital funding has not been allocated for the FBC phase of the nVCC Project for this financial year. The funding request for c£2.800m made to WG will be increased to £3.140m.

Capital funding of £3.882m has been allocated to the nVCC Project by WG for advanced works for the FBC stage, confirmed in October 2023.



No revenue funding has been allocated for Project Deliver and Judicial Review elements of the nVCC project for this financial year. A funding request of £0.041m is being made to the Trust in November 2023.

### 3. IMPACT ASSESSMENT

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



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|  | <p>The Key Quality &amp; 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).</p> <p>Click or tap here to enter text</p> |
| <p><b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b><br/><i>For more information:</i><br/><a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a></p> | Not required   |
|  | <p>Click or tap here to enter text</p>   |





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|  |  |
|--|--|
| <b>TRUST WELL-BEING GOAL IMPLICATIONS / IMPACT</b> | <b>Choose an item</b>  |
|  | If more than one Well-being Goal applies please list below:  |
|  |  |
|  | If more than one wellbeing goal applies please list below:   |
| <b>FINANCIAL IMPLICATIONS / IMPACT</b>             | <b>Click or tap here to enter text</b>   |
|  | Yes - please Include further detail below, including funding stream  |
|  | <p><i>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.</i></p> <p>Narrative in this section should be clear on the following:</p> <p><b>Source of Funding:</b><br/>Other (please explain)</p> <p>Please explain if 'other' source of funding selected:<br/>Capital funding from WG; Revenue funding from VUNHST, WG and Commissioners</p> |
|  | <p><b>Type of Funding:</b><br/><b>Revenue and Capital Funding</b></p> <p><b>Scale of Change</b><br/>Please detail the value of revenue and/or capital impact:<br/>Capital: £17.928m; Revenue £0.785m</p> <p><b>Type of Change</b><br/><b>Major Programme</b><br/>Please explain if 'other' source of funding selected:<br/><b>Click or tap here to enter text</b></p>  |



|   |   |
|---|---|
| <b>EQUALITY IMPACT ASSESSMENT</b><br>For more information:<br><a href="https://nhswales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx">https://nhswales365.sharepoint.com/sites/VEL/ntranet/SitePages/E.aspx</a> | Not required - please outline why this is not required                                    |
|   | Click or tap here to enter text.  |
| <b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b>   | There are no specific legal implications related to the activity outlined in this report. |
|   | Click or tap here to enter text   |

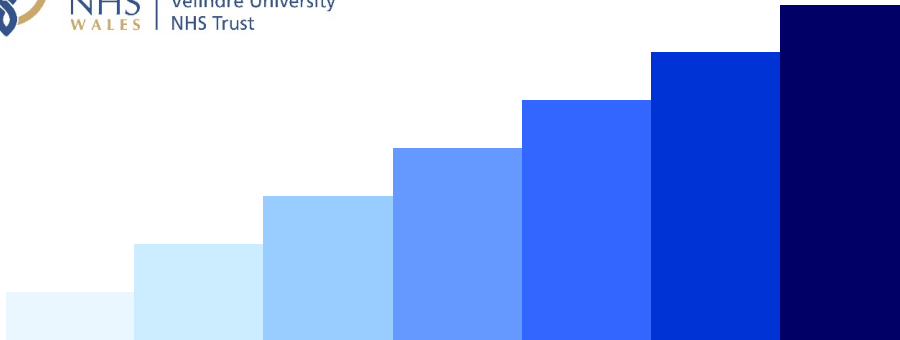
#### 4. RISKS

|  |  |
|--|--|
| <b>ARE THERE RELATED RISK(S) FOR THIS MATTER</b>                               | Yes - please complete sections below   |
| <b>WHAT IS THE RISK?</b>   | Funding not allocated for nVCC Project<br>Additional funding required for Enabling Works Project<br>Lack of funding for Whitchurch Hospital Site |
| <b>WHAT IS THE CURRENT RISK SCORE</b>  |  |
| <b>HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?</b>          | Mitigate the risks by seeking to secure funding from Welsh Government  |
| <b>BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?</b>           |  |
| <b>ARE THERE ANY BARRIERS TO IMPLEMENTATION?</b>                               | No   |
|  |  |
| <b>All risks must be evidenced and consistent with those recorded in Datix</b> |  |



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## **TCS PROGRAMME FINANCE REPORT 2023-24**

**Period Ending 31<sup>st</sup> October 2023**

**Presented to TCS Programme Scrutiny Sub-  
Committee on  
23<sup>rd</sup> November 2023**

| <b>Contents</b>  | <b>Page</b> |
|--|-------------|
| 1. INTRODUCTION.....   | 2           |
| 2. EXECUTIVE SUMMARY .....   | 2           |
| 3. BACKGROUND .....  | 3           |
| Sources of Capital Funding.....  | 3           |
| Sources of Revenue Funding.....  | 4           |
| 4. CAPITAL POSITION .....  | 5           |
| 5. REVENUE POSITION.....   | 5           |
| 6. CASH FLOW .....   | 6           |
| 7. PROJECT FINANCE UPDATES.....  | 7           |
| Programme Management Office .....  | 7           |
| Enabling Works Project.....  | 8           |
| New Velindre Cancer Centre Project .....   | 9           |
| Advanced Design Delivery Agreement (ADDA) .....                                      | 10          |
| Whitchurch Hospital Site .....   | 10          |
| Service Delivery and Transformation Project.....                                     | 11          |
| 8. KEY RISKS AND MITIGATING ACTIONS.....   | 11          |
| 9. TCS SPEND REPORT SUMMARY .....  | 12          |
| APPENDIX 1: TCS Programme Budget and Spend as at 31 <sup>st</sup> October 2023 ..... | 13          |
| APPENDIX 2: TCS Programme Funding for 2022-23 .....                                  | 14          |
| APPENDIX 3: TCS Cumulative Spend Report to 31 <sup>st</sup> March 2022 .....         | 15          |

## 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 30<sup>th</sup> September 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 31<sup>st</sup> October 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          | £11.576m           | £14.778m          | £17.928m        | -£3.150m        |
| Revenue          | £0.460m            | £0.744m           | £0.785m         | -£0.041m        |
| <b>Total</b>     | <b>£12.036m</b>    | <b>£15.523m</b>   | <b>£18.714m</b> | <b>-£3.191m</b> |

- 2.2 The overall forecast outturn for the Programme is an overspend of £3.191m for the financial year 2023-24 against a budget of £15.523m.
- 2.3 Additional Capital Projects commenced in October 2023:
- Advanced Design Development Agreement – Capital funding of £3.882m approved provided in October 2023
  - Whitchurch Hospital Site – Capital funding to be secured from WG as part of the EW FBC addendum.
- Further details of these two Project are provided in Section 7.
- 2.4 Capital funding has not been allocated for the FBC phase of the nVCC Project for this financial year. The funding request for c£2.800m made to WG will be increased to £3.140m.
- 2.5 Capital funding of £3.882m has been allocated to the nVCC Project by WG for advanced works for the FBC stage, confirmed in October 2023.
- 2.6 No revenue funding has been allocated for Project Deliver and Judicial Review elements of the nVCC project for this financial year. A funding request of £0.041m is being made to the Trust in November 2023.
- 2.7 The current financial risks associated with TCS are:
- 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 £2.300m. Ministerial approval will be sought for this additional funding.
- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. Capital funding has also not been allocated to the Whitchurch Hospital Site Project. This risk is being mitigated by an increase in the funding request to WG of £3.150m.
- There is a lack of funding at present for the Whitchurch Hospital Site costs, which is being mitigated by securing additional funding from WG as part of the Enabling Works FBC Addendum.

### 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 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 1<sup>st</sup> April 2023)

| Project                  | WG Capital      | Total Funding   |
|--------------------------|-----------------|-----------------|
| Enabling Works Project   | £10.896m        | £10.896m        |
| nVCC Project             | £0              | £0              |
| ADDA                     | £0              | £0              |
| Whitchurch Hospital Site | £0              | £0              |
| <b>Total</b>             | <b>£10.896m</b> | <b>£10.896m</b> |

#### Overall Change to Allocation

| Project                  | WG Capital      | Total Funding   |
|--------------------------|-----------------|-----------------|
| Enabling Works Project   | -£0.230m        | -£0.230m        |
| nVCC Project             | £0              | £0              |
| ADDA                     | £3.882m         | £3.882m         |
| Whitchurch Hospital Site | £0              | £0              |
| <b>Total</b>             | <b>-£0.230m</b> | <b>-£0.230m</b> |

#### Current Allocation (as at 31<sup>st</sup> October 2023)

| Project                  | WG Capital      | Total Funding   |
|--------------------------|-----------------|-----------------|
| Enabling Works Project   | £10.667m        | £10.667m        |
| nVCC Project             | £0              | £0              |
| ADDA                     | £3.882m         | £3.882m         |
| Whitchurch Hospital Site | £0              | £0              |
| <b>Total</b>             | <b>£10.667m</b> | <b>£10.667m</b> |

#### Sources of Revenue Funding

##### Initial Allocation (as at 1<sup>st</sup> April 2023)

| Project        | LHB Commissioners | Trust Reserves | WG Pay Award | Total Funding  |
|----------------|-------------------|----------------|--------------|----------------|
| £0.240m        | £0.240m           | £0.060m        | £0           | £0.300m        |
| £0             | £0                | £0             | £0           | £0             |
| £0.180m        | £0.180m           | £0.131m        | £0           | £0.311m        |
| <b>£0.420m</b> | <b>£0.420m</b>    | <b>£0.204m</b> | <b>£0</b>    | <b>£0.611m</b> |

#### Overall Change to Allocation

| Project      | LHB Commissioners | Trust Reserves | WG Pay Award   | Total Funding  |
|--------------|-------------------|----------------|----------------|----------------|
| PMO          | £0                | £0             | £0.028m        | £0.028m        |
| nVCC Project | £0                | £0             | £0.096m        | £0.096m        |
| SDT Project  | £0                | £0             | £0.009m        | £0.009m        |
| <b>Total</b> | <b>£0</b>         | <b>£0</b>      | <b>£0.133m</b> | <b>£0.133m</b> |



**Current Allocation (as at 31<sup>st</sup> October 2023)**

| Project      | LHB Commissioners | Trust Reserves | WG Pay Award   | Total Funding  |
|--------------|-------------------|----------------|----------------|----------------|
| PMO          | £0.240m           | £0.060m        | £0.028m        | £0.328m        |
| nVCC Project | £0                | £0             | £0.096m        | £0.096m        |
| SDT Project  | £0.180m           | £0.131m        | £0.009m        | £0.320m        |
| <b>Total</b> | <b>£0.420m</b>    | <b>£0.191m</b> | <b>£0.133m</b> | <b>£0.744m</b> |

#### 4. CAPITAL POSITION

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

|                            |                 |
|----------------------------|-----------------|
| • Enabling Works Project   | £10.896m        |
| • nVCC Project             | £0              |
| • ADDA                     | £3.882m         |
| • Whitchurch Hospital Site | £0              |
| <b>Total</b>               | <b>£14.778m</b> |

4.2 The capital position as at 31<sup>st</sup> October 2023 is outlined below, with a forecast overspend of £3.150m for 2023-24 against a budget of £14.778m. This is due to the lack of capital funding being allocated to the nVCC Project for this financial year.

| Capital Expenditure      | Year to Date Spend | 2023-24 Full Year |                 |                 |
|--------------------------|--------------------|-------------------|-----------------|-----------------|
|                          |                    | Budget            | Forecast        | Variance        |
| Enabling Works Project   | £8.125m            | £10.896m          | £10.894m        | £0.003m         |
| nVCC Project             | £1.958m            | £0                | £3.142m         | -£3.142m        |
| ADDA                     | £1.482m            | £3.882m           | £3.882m         | £0              |
| Whitchurch Hospital Site | £0.011m            | £0                | £0.011m         | -£0.011m        |
| <b>Total</b>             | <b>£11.576m</b>    | <b>£14.778m</b>   | <b>£17.928m</b> | <b>-£3.150m</b> |

4.3 A funding request has been made to WG for c£2.800m for the nVCC Project, which will be amended to reflect the increased overspend of £3.140m.

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 £2.300m. This additional capital funding will require Ministerial approval.

#### 5. REVENUE POSITION

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

|                |                |
|----------------|----------------|
| • PMO          | £0.328m        |
| • nVCC Project | £0.096m        |
| • SDT Project  | £0.320m        |
| <b>Total</b>   | <b>£0.744m</b> |

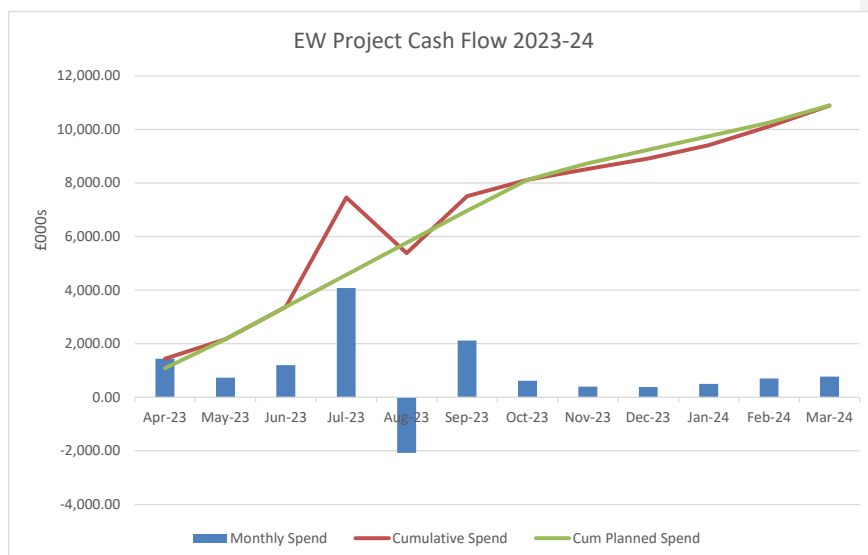
- 5.2 The revenue position as at 31<sup>st</sup> October 2023 is outlined below, with a forecast overspend of £0.041m for 2023-24 against a budget of £0.744m. This is due to the lack of funding for the nVCC revenue non-pay costs for this financial year.

| Revenue Expenditure | Year to Date Spend | 2023-24 Full Year |                |                 |
|---------------------|--------------------|-------------------|----------------|-----------------|
|                     |                    | Budget            | Forecast       | Variance        |
| PMO                 | £0.191m            | £0.328m           | £0.328m        | £0              |
| nVCC Project        | £0.091m            | £0.096m           | £0.137m        | -£0.041m        |
| SDT Project         | £0.178m            | £0.320m           | £0.320m        | £0              |
| <b>Total</b>        | <b>£0.460m</b>     | <b>£0.744m</b>    | <b>£0.785m</b> | <b>-£0.041m</b> |

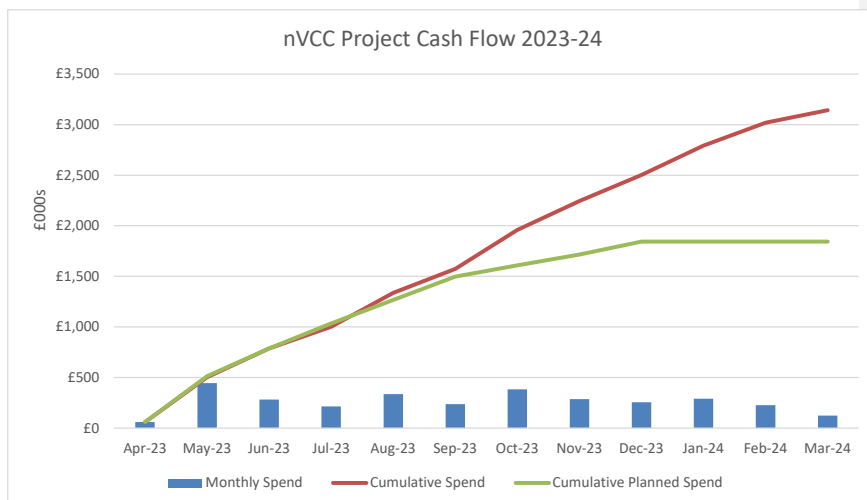
- 5.3 A revenue funding request for £0.041m for 2023-24 is being made to the Trust for the Project Delivery and Judicial Review elements of the nVCC Project.
- 5.4 The 2022-23 one-off recovery payment was paid out in June 2023, with funding provided by WG in June 2023 via the Trust. Funding has also been provided by WG to cover the recurrent pay award for 2023-24 paid out in August 2023.

## 6. CASH FLOW

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



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



6.3 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 £0.328m. £0.240m of this has been provide from NHS Commissioners' funding, £0.060m from the Trust Reserves, and £0.028m from WG 2022-23 for pay awards.

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

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

| PMO Expenditure | Year to Date Spend | 2023-24 Full Year |                |           |
|-----------------|--------------------|-------------------|----------------|-----------|
|                 |                    | Budget            | Forecast       | Variance  |
| Pay             | £0.188m            | £0.327m           | £0.320m        | £0.007m   |
| Non-Pay         | £0.003m            | £0.001m           | £0.008m        | -£0.007m  |
| <b>Total</b>    | <b>£0.191m</b>     | <b>£0.328m</b>    | <b>£0.328m</b> | <b>£0</b> |

7.5 A movement of PMO staff has resulted in a forecast underspend of £0.007m for pay, balance by an expected overspend of the same for non-pay. A virement of this amount from the pay budget to non-pay budget during November 2023 will resolve this issue.

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

### Enabling Works Project

- 7.7 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.
- 7.8 The Project's financial position for 31<sup>st</sup> October 2023 is shown below. The forecast position reflects an expected underspend of £0.003m for this financial year.

| Enabling Works Capital Expenditure | Year to Date Spend | 2023-24 Full Year |                 |                |
|------------------------------------|--------------------|-------------------|-----------------|----------------|
|                                    |                    | Budget            | Forecast        | Variance       |
| Pay                                | £0.192m            | £0.230m           | £0.305m         | -£0.075m       |
| Non-Pay                            | £7.933m            | £10.667m          | £10.589m        | £0.078m        |
| <b>Total</b>                       | <b>£8.125m</b>     | <b>£10.896m</b>   | <b>£10.894m</b> | <b>£0.003m</b> |

- 7.9 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 £2.300m. This additional capital funding will require Ministerial approval. The elements are:

- Water Main Diversion £0.850m inc VAT
  - S278 Works – Longwood Drive £1.200m inc VAT
  - Off Site Habitat Creation £0.250m inc VAT
- Total £2.300m inc VAT**

- 7.10 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 Oct-23<br>£ | Spend Oct-23<br>£ | Variance Oct-23<br>£ | Annual Budget<br>£ | Annual Forecast<br>£ | Annual Variance<br>£ |
| <b>PAY</b>  |                    |                   |                      |                    |                      |                      |
| Project 1b - Enabling Works FBC                                   | 156,574            | 191,845           | -35,271              | 229,841            | 305,045              | -75,204              |
| <b>Pay Capital Total</b>  | <b>156,574</b>     | <b>191,845</b>    | <b>-35,271</b>       | <b>229,841</b>     | <b>305,045</b>       | <b>-75,204</b>       |
| <b>NON-PAY</b>  |                    |                   |                      |                    |                      |                      |
| EF02 Utility Costs  | 1,840,257          | 1,291,385         | 548,873              | 2,873,927          | 2,491,385            | 382,542              |
| EF03 Supply Chain Fees  | 204,167            | 283,630           | -79,464              | 375,000            | 411,130              | -36,130              |
| EF04 Non Works Costs  | 182,295            | 104,740           | 77,554               | 312,505            | 234,951              | 77,554               |
| EF05 ASDA Works   | 2,701,946          | 2,239,358         | 462,589              | 3,813,893          | 2,712,235            | 1,101,658            |
| EF06 Walters D&B  | 3,033,982          | 4,013,886         | -979,904             | 3,033,982          | 4,138,886            | -1,104,904           |
| EF07 Other (Decant Works, Surveys & Investigations, IM&T etc.)    | 0                  | 0                 | 0                    | 0                  | 0                    | 0                    |
| EF08 Section 278  | 0                  | 0                 | 0                    | 0                  | 600,000              | -600,000             |
| EFQR Quantified Risk  | 6,247              | 512               | 5,735                | 257,245            | 512                  | 256,733              |
| EFQS QRA - SCP  | 0                  | 0                 | 0                    | 0                  | 0                    | 0                    |
| EFRS Enabling Works FBC Reserves                                  | 0                  | -549              | 549                  | 0                  | -549                 | 549                  |
| <b>Enabling Works FBC Project Capital Total</b>                   | <b>7,968,894</b>   | <b>7,932,963</b>  | <b>35,931</b>        | <b>10,666,552</b>  | <b>10,588,550</b>    | <b>78,001</b>        |
| <b>TOTAL ENABLING WORKS FBC CAPITAL EXPENDITURE</b>               | <b>8,125,468</b>   | <b>8,124,807</b>  | <b>660</b>           | <b>10,896,393</b>  | <b>10,893,595</b>    | <b>2,797</b>         |

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

- 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 £2.300m. Ministerial approval will be sought for this additional funding.

### New Velindre Cancer Centre Project Capital

- 7.12 The nVCC Project has not been allocated capital funding for this financial year. A funding request has been made to WG for c£2.800m, which will be updated to **£3.140m**.
- 7.13 The capital financial position for the nVCC Project for 31<sup>st</sup> October 2023 is shown below, with a forecast overspend of £3.142m. This is due to the delay of the nVCC Financial Close into 2023-24 with no funding for the Project at this stage.

| nVCC Capital Expenditure | Year to Date Spend | 2023-24 Full Year |                |                 |
|--------------------------|--------------------|-------------------|----------------|-----------------|
|                          |                    | Budget            | Forecast       | Variance        |
| Pay                      | £0.663m            | £0                | £1.176m        | <b>-£1.176m</b> |
| Non-Pay                  | £1.295m            | £0                | £1.966m        | <b>-£1.966m</b> |
| <b>Total</b>             | <b>£1.958m</b>     | <b>£0</b>         | <b>£3.142m</b> | <b>-£3.142m</b> |

Commented [EW(-TSFO)1]: As above

- 7.14 The spend relates to the following activities:

| nVCC OBC Project Capital Budget & Spend Summary 2023-24 |                    |                                |                      |                    |                                     |                      |
|---|--------------------|--------------------------------|----------------------|--------------------|-------------------------------------|----------------------|
| Description   | Budget Oct-23<br>£ | Year to Date Spend Oct-23<br>£ | Variance Oct-23<br>£ | Annual Budget<br>£ | Financial Year Annual Forecast<br>£ | Annual Variance<br>£ |
| <b>PAY</b>  |                    |                                |                      |                    |                                     |                      |
| Project Leadership nVCC OBC                             | 0                  | 124,005                        | -124,005             | 0                  | 213,691                             | -213,691             |
| Project 2a - New Velindre Cancer Centre OBC             | 0                  | 538,688                        | -538,688             | 0                  | 962,470                             | -962,470             |
| <b>Pay Capital Total</b>                                | <b>0</b>           | <b>662,693</b>                 | <b>-662,693</b>      | <b>0</b>           | <b>1,176,161</b>                    | <b>-1,176,161</b>    |
| <b>NON-PAY</b>  |                    |                                |                      |                    |                                     |                      |
| <b>nVCC OBC Project Delivery</b>                        | <b>0</b>           | <b>32,473</b>                  | <b>-32,473</b>       | <b>0</b>           | <b>63,963</b>                       | <b>-63,963</b>       |
| <b>Work Packages</b>                                    |                    |                                |                      |                    |                                     |                      |
| VC08 Competitive Dialogue - Dialogue & SP to FC         | 0                  | 1,104,788                      | -1,104,788           | 0                  | 1,678,788                           | -1,678,788           |
| VC10 Legal Advice                                       | 0                  | 9,398                          | -9,398               | 0                  | 14,398                              | -14,398              |
| VC11 S73 Planning                                       | 0                  | 14,437                         | -14,437              | 0                  | 14,437                              | -14,437              |
| VC12 nVCC FBC   | 0                  | 113,217                        | -113,217             | 0                  | 113,217                             | -113,217             |
| VCRS nVCC OBC Reserves                                  | 0                  | 20,945                         | -20,945              | 0                  | 80,945                              | -80,945              |
| <b>nVCC Project Capital Total</b>                       | <b>0</b>           | <b>1,262,784</b>               | <b>-1,262,784</b>    | <b>0</b>           | <b>1,901,784</b>                    | <b>-1,901,784</b>    |
| <b>TOTAL nVCC OBC CAPITAL EXPENDITURE</b>               | <b>0</b>           | <b>1,957,950</b>               | <b>-1,957,950</b>    | <b>0</b>           | <b>3,141,908</b>                    | <b>-3,141,908</b>    |

- 7.15 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 **c£3.140m**.

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### Revenue

- 7.16 The current revenue funding for the nVCC Project for 2023-24 is £0.096m, provided from WG for pay awards. A funding request will be submitted to request revenue funding of £0.030m for nVCC Project Delivery and £0.011m for the Judicial Review.
- 7.17 The revenue financial position for the nVCC Project for 31<sup>st</sup> October 2023 is shown below, reflecting a current overspend of £0.041m for the year against budget of £0.096m.

| nVCC Revenue Expenditure | Year to Date Spend | 2022-23 Full Year |                |                 |
|--------------------------|--------------------|-------------------|----------------|-----------------|
|                          |                    | Budget            | Forecast       | Variance        |
| Pay                      | £0.064m            | £0.096m           | £0.096m        | £0              |
| Project Delivery         | £0.017m            | £0                | £0.030m        | -£0.030m        |
| Judicial Review          | £0.011m            | £0                | £0.011m        | -£0.011m        |
| <b>Total</b>             | <b>£0.091m</b>     | <b>£0.096m</b>    | <b>£0.137m</b> | <b>-£0.041m</b> |

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

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

#### Advanced Design Delivery Agreement (ADDA)

7.20 The ADDA Project reflects the commercial agreement between the Trust and SACYR for advance design services that covers RIBA stage 4 design / design not falling under the nVCC MIM Project bid deliverables and including masterplan amendments. In addition, it covers design costs associated with the Value Engineering exercise. The RIBA Stage 4 direct costs have been incurred, (including management team) up to a value of £3.882m (excl. VAT).

7.21 The capital financial position for this Project for 31<sup>st</sup> October 2023 is shown below, with a forecast breakeven spend of £3.882m.

| ADDA Expenditure | Year to Date Spend | 2023-24 Full Year |                |           |
|------------------|--------------------|-------------------|----------------|-----------|
|                  |                    | Budget            | Forecast       | Variance  |
| Non-Pay          | £1.482m            | £3.882m           | £3.882m        | £0        |
| <b>Total</b>     | <b>£1.482m</b>     | <b>£3.882m</b>    | <b>£3.882m</b> | <b>£0</b> |

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

#### Whitchurch Hospital Site

7.23 The achievement of the EPSL from NRW required the granting of a habitat Licence on elements of the residual Whitchurch Hospital estate by Cardiff and Vale University Health Board. In order for the Trust to receive the habitat Licence from Cardiff and Vale University Health Board (C&VUHB), it agreed in principle to accept the formal transfer of the residual estate. The Trust is currently undertaking the required legal and technical diligence. With regards technical diligence, asbestos and condition surveys are being commissioned by the Trust to meet its obligations. The cost of the surveys is funded by securing additional funding from WG as part of the Enabling Works FBC Addendum.

7.24 The capital financial position for the nVCC Project for 31<sup>st</sup> October 2023 is shown below, with a forecast overspend of £0.011m.

| Whitchurch Hospital Site Expenditure | Year to Date Spend | 2023-24 Full Year |                |                 |
|--------------------------------------|--------------------|-------------------|----------------|-----------------|
|                                      |                    | Budget            | Forecast       | Variance        |
| Non-Pay                              | £0.011m            | £0                | £0.011m        | -£0.011m        |
| <b>Total</b>                         | <b>£0.011m</b>     | <b>£0</b>         | <b>£0.011m</b> | <b>-£0.011m</b> |

- 7.25 There is a risk of a lack of funding for these costs, which is being mitigated by securing additional funding from WG as part of the Enabling Works FBC Addendum.

#### Service Delivery and Transformation Project

- 7.26 The revenue funding for the Project for 2022-23 is £0.180m from NHS Commissioners' funding, £0.131 from Trust reserves, and £0.009m from the WG 2022-23 one-off recovery payment funding. The resulting budget is £0.320m for this financial year.
- 7.27 There is no capital funding requirement for the Project in 2023-24.
- 7.28 The SDT Project revenue position for 2023-24 is shown below, showing a forecast breakeven position for the year against a budget of £0.320m.

| SDT Expenditure | Year to Date Spend | 2022-23 Full Year |                |           |
|-----------------|--------------------|-------------------|----------------|-----------|
|                 |                    | Budget            | Forecast       | Variance  |
| Pay             | £0.170m            | £0.306m           | £0.286m        | £0.020m   |
| Non-Pay         | £0.008m            | £0.013m           | £0.034m        | -£0.020m  |
| <b>Total</b>    | <b>£0.178m</b>     | <b>£0.320m</b>    | <b>£0.320m</b> | <b>£0</b> |

- 7.29 A movement of SDT staff has resulted in a forecast underspend of £0.020m for pay, balance by an expected overspend of the same for non-pay. A virement of this amount from the pay budget to non-pay budget during November 2023 will resolve this issue.
- 7.30 There are currently no financial risks associated with the Project for 2023-24.

## 8. KEY RISKS AND MITIGATING ACTIONS

- 8.1 There are currently three financial risks associated with TCS:

- The Enabling Works Project may be required to provide financial support to the nVCC Project due the current lack of funding for 2023-24 for the latter. This risk is being mitigated as previously noted.
- There are three new elements to the Enabling Works Project that require additional funding as previously noted, totalling £2.300m. Ministerial approval will be sought for this additional funding.
- Capital funding has not been allocated to the nVCC Project, with a current overspend as costs are still being incurred due to the delay of Financial Close. Capital funding has also not been allocated to the Whitchurch Hospital Site Project. This risk is being mitigated by an increase in the funding request to WG of £3.150m.

There is a lack of funding at present for the Whitchurch Hospital Site costs, which is being mitigated by securing additional funding from WG as part of the Enabling Works FBC Addendum.

## 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 31<sup>st</sup> 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 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 |



## APPENDIX 1: TCS Programme Budget and Spend as at 31<sup>st</sup> October 2023

| TCS Programme Budget & Spend 2023-24               |                  |                   |                   |                   |                   |                   |
|--|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| CAPITAL  | Budget           | Year to Date      |                   | Financial Year    |                   |                   |
|  | Oct-23           | Spend             | Variance          | Annual            | Annual            | Annual            |
|  | £                | £                 | £                 | Budget            | Forecast          | Variance          |
|  |                  |                   |                   | £                 | £                 | £                 |
| <b>PAY</b>   |                  |                   |                   |                   |                   |                   |
| Project Leadership nVCC OBC                        | 0                | 124,005           | -124,005          | 0                 | 213,691           | -213,691          |
| Project 1b - Enabling Works FBC                    | 156,574          | 191,845           | -35,271           | 229,841           | 305,045           | -75,204           |
| Project 2a - New Velindre Cancer Centre OBC        | 0                | 538,688           | -538,688          | 0                 | 962,470           | -962,470          |
| <b>Capital Pay Total</b>                           | <b>156,574</b>   | <b>854,537</b>    | <b>-697,963</b>   | <b>229,841</b>    | <b>1,481,206</b>  | <b>-1,251,365</b> |
| <b>NON-PAY</b>                                     |                  |                   |                   |                   |                   |                   |
| nVCC OBC Project Delivery                          | 0                | 32,473            | -32,473           | 0                 | 63,963            | -63,963           |
| Project 1b - Enabling Works FBC                    | 7,968,894        | 7,932,963         | 35,931            | 10,666,552        | 10,588,550        | 78,001            |
| Project 2a - New Velindre Cancer Centre OBC        | 0                | 1,262,784         | -1,262,784        | 0                 | 1,901,784         | -1,901,784        |
| Project 2b - Advanced Design Development Agreement | 1,482,256        | 1,482,256         | 0                 | 3,881,995         | 3,881,995         | 0                 |
| Project 2c - Whitchurch Hospital Site              | 0                | 10,717            | -10,717           | 0                 | 10,717            | -10,717           |
| <b>Capital Non-Pay Total</b>                       | <b>9,451,150</b> | <b>10,721,193</b> | <b>-1,270,043</b> | <b>14,548,546</b> | <b>16,447,009</b> | <b>-1,898,463</b> |
| <b>CAPITAL TOTAL</b>                               | <b>9,607,724</b> | <b>11,575,731</b> | <b>-1,968,007</b> | <b>14,778,387</b> | <b>17,928,215</b> | <b>-3,149,828</b> |

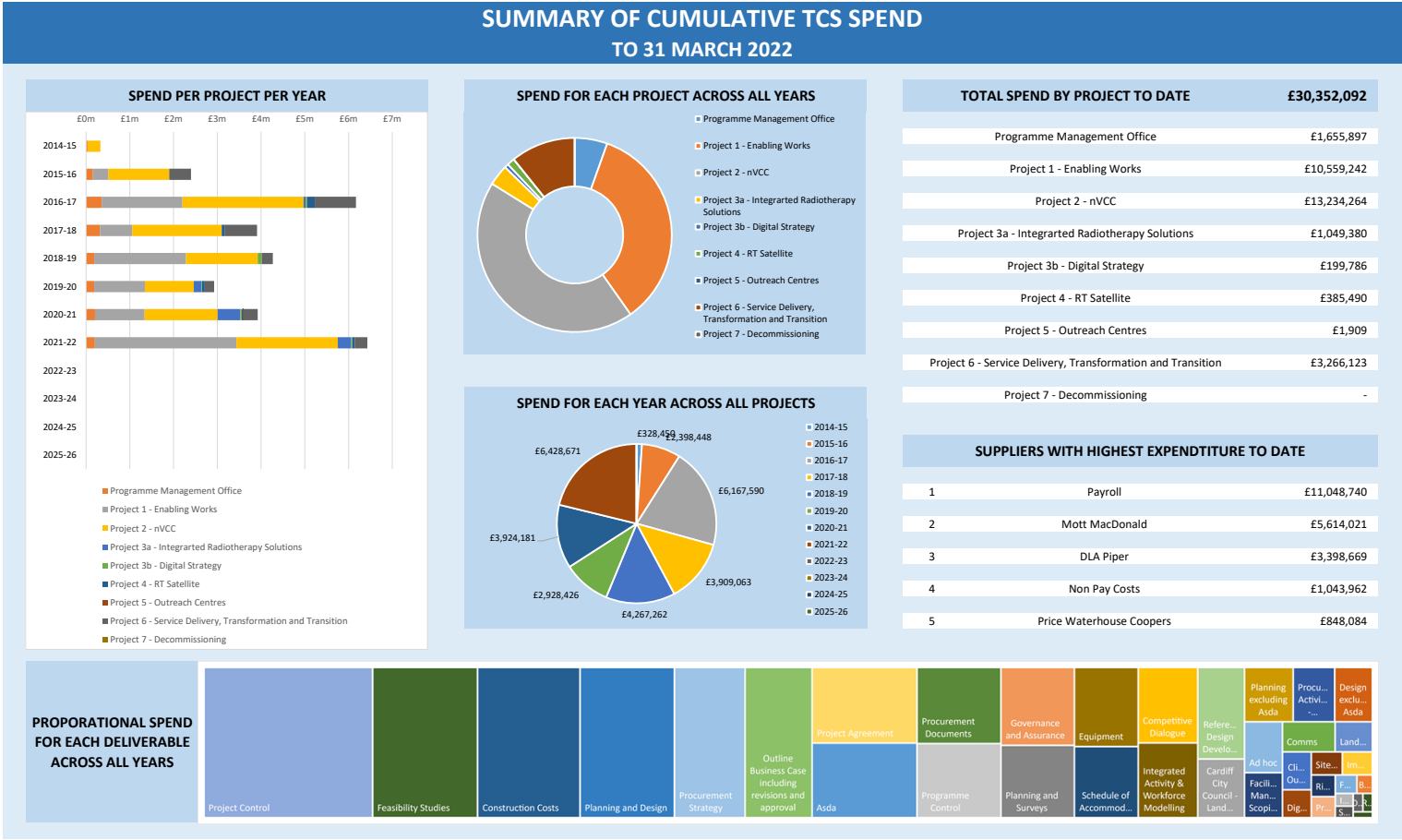
  

| REVENUE                         | Budget         | Year to Date   |                | Financial Year |                |                |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                 | Oct-23         | Spend          | Variance       | Annual         | Annual         | Annual         |
|                                 | £              | £              | £              | Budget         | Forecast       | Variance       |
|                                 |                |                |                | £              | £              | £              |
| <b>PAY</b>                      |                |                |                |                |                |                |
| nVCC Pay Award                  | 63,921         | 63,921         | 0              | 96,408         | 96,408         | 0              |
| Programme Management Office     | 187,812        | 187,682        | 130            | 326,890        | 319,906        | 6,984          |
| Project 6 - Service Change Team | 179,368        | 170,118        | 9,249          | 306,290        | 286,097        | 20,194         |
| <b>Revenue Pay Total</b>        | <b>431,100</b> | <b>421,721</b> | <b>9,380</b>   | <b>729,589</b> | <b>702,411</b> | <b>27,178</b>  |
| <b>NON-PAY</b>                  |                |                |                |                |                |                |
| nVCC OBC Project Delivery       | 0              | 16,539         | -16,539        | 0              | 30,000         | -30,000        |
| nVCC OBC Judicial Review        | 0              | 11,000         | -11,000        | 0              | 11,000         | -11,000        |
| Programme Management Office     | 1,410          | 3,011          | -1,601         | 1,410          | 8,394          | -6,984         |
| Project 6 - Service Change Team | 9,000          | 7,542          | 1,458          | 13,340         | 33,534         | -20,194        |
| <b>Revenue Non-Pay Total</b>    | <b>10,410</b>  | <b>38,092</b>  | <b>-27,682</b> | <b>14,750</b>  | <b>82,928</b>  | <b>-68,178</b> |
| <b>REVENUE TOTAL</b>            | <b>441,510</b> | <b>459,813</b> | <b>-18,303</b> | <b>744,339</b> | <b>785,339</b> | <b>-41,000</b> |

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

| Description  | Funding Type    |                |
|--|-----------------|----------------|
|  | Capital         | Revenue        |
| <b>Programme Management Office</b>   | <b>£0</b>       | <b>£0.328m</b> |
| Commissioner's Funding   |                 | £0.240m        |
| Trust Revenue Funding  |                 | £0.060m        |
| WG One Off Pay Award 2022/23 Funding   |                 | £0.006m        |
| WG Recurrent Pay Award Funding   |                 | £0.022m        |
| <b>Enabling Works FBC</b>  | <b>£10.896m</b> | <b>£0</b>      |
| 2023-24 CEL from Welsh Government funding for Enabling Works FBC approved in February 2022 | £10.896m        |                |
| <b>New Velindre Cancer Centre OBC</b>  | <b>£0</b>       | <b>£0.096m</b> |
| WG One Off Pay Award 2022/23 Funding   |                 | £0.019m        |
| WG Recurrent Pay Award Funding   |                 | £0.077m        |
| <b>Advanced Design Development Agreement</b>   | <b>£3.882m</b>  | <b>£0</b>      |
| 2023-24 CEL from Welsh Government funding for ADDA approved October 2023                   | £3.882m         |                |
| <b>Whitchurch Hospital Site</b>  | <b>£0</b>       | <b>£0</b>      |
| Funding for Whitchurch Hospital Site to be provided by WG                                  | £0              |                |
| <b>Radiotherapy Satellite Centre</b>   | <b>£0</b>       | <b>£0</b>      |
| No funding requested or provided for this project to date                                  |                 |                |
| <b>SACT and Outreach</b>   | <b>£0</b>       | <b>£0</b>      |
| No funding requested or provided for this project to date                                  |                 |                |
| <b>Service Delivery, Transformation and Transition</b>                                     | <b>£0</b>       | <b>£0.320m</b> |
| Commissioner's Funding   |                 | £0.180m        |
| Trust Revenue Funding  |                 | £0.131m        |
| WG One Off Pay Award 2022/23 Funding   |                 | £0.002m        |
| WG Recurrent Pay Award Funding   |                 | £0.007m        |
| <b>VCC Decommissioning</b>   | <b>£0</b>       | <b>£0</b>      |
| No funding requested or provided for this project to date                                  |                 |                |
| <b>Total</b>   | <b>£14.778m</b> | <b>£0.744m</b> |

APPENDIX 3: TCS Cumulative Spend Report to 31<sup>st</sup> March 2022



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

|                        |          |
|------------------------|----------|
| <b>DATE OF MEETING</b> | 23/11/23 |
|------------------------|----------|

|                                 |        |
|---------------------------------|--------|
| <b>PUBLIC OR PRIVATE REPORT</b> | Public |
|---------------------------------|--------|

|  |                                |
|--|--------------------------------|
| <b>IF PRIVATE PLEASE INDICATE REASON</b> | NOT APPLICABLE - PUBLIC REPORT |
|--|--------------------------------|

|                       |                      |
|-----------------------|----------------------|
| <b>REPORT PURPOSE</b> | INFORMATION / NOTING |
|-----------------------|----------------------|

|  |    |
|--|----|
| <b>IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?</b> | NO |
|--|----|

|                     |  |
|---------------------|--|
| <b>PREPARED BY</b>  | Gavin Bryce, Associate Director of Programmes<br>Carys Jones, Senior Programme Delivery & Assurance Manager, TCS<br>Cory Davies, Programme Support Officer |
| <b>PRESENTED BY</b> | Carl James, Executive Director of Strategic Transformation, Planning and Digital   |
| <b>APPROVED BY</b>  | Carl James, Executive Director of Strategic Transformation, Planning and Digital   |

|                          |  |
|--------------------------|--|
| <b>EXECUTIVE SUMMARY</b> | <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.</p> <p>This report sets out the Delivery Confidence Assessment (DCA) for the TCS Programme, current progress against plans and related risks and issues.</p> |
|--------------------------|--|

|                                 |   |
|---------------------------------|---|
| <b>RECOMMENDATION / ACTIONS</b> | It is recommended that the DCA for the overall Programme maintained at Amber in light of the additional management actions put in place regarding the nVCC. The Programme Director has discussed this with the Senior Responsible |
|---------------------------------|---|

|  |   |
|--|---|
|  | Officer and agreed that the position will be reviewed weekly given the dynamic nature of the project as it moves towards financial close. |
|--|---|

| GOVERNANCE ROUTE   |          |
|--|----------|
| List the Name(s) of Committee / Group who have previously received and considered this report: | Date     |
| EMB shape (Out of Board Approval)  | 17/11/23 |
|  |          |
| SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS   |          |
| N/A  |          |

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

| APPENDICES                             |  |
|--|--|
| Appendix A<br>Appendix B<br>Appendix C | Delivery Confidence Assessment (DCA) Criteria Description<br>Risk and Issues Checklist<br>Velindre Futures SRU issue log |

## 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 **5<sup>th</sup> October – 9<sup>th</sup> November 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 / stakeholders. The TCS Programme will deliver a range of outcomes and benefits for patients across South-East Wales. The Programme Director's 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

### **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 Project's 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 performance for the reporting period **5<sup>th</sup> October – 9<sup>th</sup> November 2023** and have concluded an **Amber status**.

*Successful delivery of the project/programme 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.*

3.3 The Programme Director's Report in October 2023 set out a range of deliverables which would need to be achieved in next reporting period to prevent escalation to Amber/Red status. Each of the actions and their status are summarised below:

|   | Mitigating Action Required to prevent escalation to Amber/Red                              |
|---|--|
| Technical/Design matters                                | Authority Construction Requirements  |
|   | Project Co Proposals (PCPs)  |
| Commercial construct agreed with WG/Acorn               | Linac commissioning programme signed off (and any additional funding required to source)   |
|   | Capital costs finalised  |
|   | Outstanding commercial issues closed   |
| Agreement of governance timetable with Welsh Government |  |
| Confirmation of Gateway Review dates                    |  |
| Completion of the FBC                                   | Achievement of increases in benefit cost ratio (BCR)                                       |
|   | Robust financial case  |
|   | Final commercial case  |
| Site  | Clearance of the site by end October / start November dependent upon ecologists' direction |

3.4 These were not fully achieved, and Trust Officers are engaged with SRO's, investment decision makers with a view of replanning nVCC Financial Close. As a result of these discussions and additional set of management actions have been implemented to strengthen arrangements. These include:

- *agreement in principle with key stakeholders on the capital cost range.*
- *development of a revised plan to financial close which all partners are able to achieve.*
- *further development of the commercial construction proposition.*
- *further development of the commercial arrangements.*

3.5 *These actions are being actively progressed and monitored. The Programme Director has briefed the SRO on these matters and advised/agreed that the nVCC Project Director will advise on their impact. The SRO and nVCC Project Director will review the nVCC Project status weekly and the Programme Director will review the programme DCA weekly.*

| Status (Trend) | Qualitative Measure  | Previous Status - Amber   |   |
|----------------|--|---|---|
| Amber          | <p><i>Successful delivery of the project/programme 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.</i></p> | <h1>Amber</h1>  |   |
|                | The main findings supporting the DCA are:  | Mitigating Actions:   | Action Status:  |
|                | <p>A. Programme Scope requires review as a result of new delivery and governance arrangements.</p> <p>Programme Resources require review as the</p>  | <p>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.</p> | <p>A. The Tranche review was received at October TCS Scrutiny Sub-Committee, where it was agreed that a further discussion with Independent Members and the Chief Executive was required to discuss the content in greater depth.</p> <p>Following approval of the Tranche Review, the Programme Resource Plan will be updated.</p> |



|              |   |   |   |
|--------------|---|---|---|
|              | Programme moves from planning into its implementation phase.                                  |   |   |
|              | <b>The main findings supporting the DCA are:</b>  | <b>Mitigating Actions:</b>  | <b>Action Status:</b>   |
| <b>Amber</b> | B. A range of Project 2 (nVCC) risks have increased in relation to achieving financial close. | <p>B. There has been a range of activities instigated to optimise the close out of the commercial aspects.</p> <ul style="list-style-type: none"> <li>i. Exec Directors given leadership responsibility for specific areas.</li> <li>ii. Mission Control Board and regular agile meetings are in place weekly.</li> <li>iii. Enhanced reporting (Programme to Financial Close paper)</li> <li>iv. Weekly FBC meetings have been convened to oversee and track progress ahead of financial close.</li> <li>v. Enhanced management arrangements.</li> </ul> | <p>B. Updates as follows:</p> <ul style="list-style-type: none"> <li>i. Exec areas of responsibility agreed and support ongoing.</li> <li>ii. Weekly Mission Control Board (MCB) meetings ongoing and regular provided across a range of key matters.</li> <li>iii. Weekly FBC Co-ordination meeting ongoing and composite case completed and approved by Trust Board.</li> <li>iv. New management arrangements: <ul style="list-style-type: none"> <li>a) SteerCo, a strategic group of Senior decision makers is now meeting weekly to facilitate Financial Close activities</li> <li>b) Tactical group has been established to receive Project escalations with a view to rapid resolution to support financial close</li> </ul> </li> </ul> |

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 |
|--|----------------|-------------------------------|-------------------------------|----------------|-------------------------|
| Completion of Northern access bridge                 | Enabling Works | October 2023                  | Y                             | Y              | N                       |
| DCWW water main diversion works                      | Enabling Works | 16 <sup>th</sup> October 2023 | Y                             | Y              | N                       |
| Joint reporting of IRS phase 1 and RSC (IRS phase 2) | IRS            | Oct 2023                      | Y                             | Y              | N                       |
| CT SIM Procurement award                             | SRU            | Nov 2023                      | Y                             | Y              | Y                       |

Key:

|       |   |
|-------|---|
| Red   | Missed date, with no revised date for delivery  |
| Amber | Missed date, but with revised date for delivery <b>OR</b> delivered late against original target date |
| Green | Delivered on time   |

## a) **TCS Programme Performance**

### **Programme Performance Areas to Highlight:**

#### **Project 1 Enabling Works**

##### ***ASDA Works***

The Asda works has seen progress, with S278 approval granted by Cardiff Council. In relation to infrastructure, the Dwr Cymru Welsh Water (DCWW) water main diversion works were successfully completed on 16<sup>th</sup> October. Ongoing works include the realignment and resurfacing of the ASDA car park, as well as improvements to the Northern access road through Asda.

##### ***Velindre Works***

Significant progress has been made with the Velindre enabling works. The construction of the Northern Access Bridge has been completed. Additionally, the restoration of the listed pillar at the entrance to Whitchurch Hospital Grounds is also now complete, preserving the historical significance of the area. The utilities scope is also being addressed, with a focus on electricity and telecoms installations. Furthermore, progress is being made on the installation of 6MVA duct and cable, which is ahead of schedule and set to be completed by April 2024. Telecoms infrastructure, specifically BT Openreach ducting, is being installed towards Longwood Drive as part of the Asda contract.

##### ***Communication, Engagement and Site Enhancements***

Public and stakeholders' engagement activities continued throughout the reporting period. Monthly public engagement sessions are being held with local residents to address any concerns or queries. In addition, a 'Spooky Jamboree' event was organised on 31<sup>st</sup> October, providing an opportunity for the community to come together. The Communications Team is actively monitoring Velindre Matters social media channels to stay informed about public sentiment and address any feedback or concerns raised. Regular meetings and visits have also taken place with residents, the office of the Member of the Senedd (MS), and local councillors to ensure open communication and collaboration.

#### **Project 2 nVCC**

##### ***MIM Procurement – Progress towards Financial Close***

##### **Design and Construction Workstream**

ACORN has submitted a set of updated Project Co Proposals (PCPs), which have been thoroughly reviewed and commented on by the Authority's technical advisors. Joint review meetings were held to discuss the proposals, resulting in the formal approval of 18 PCPs out of 29 by the Authority, the process continues to complete the remaining PCPs. In addition, related design schedules, such as the derogations list and reviewable design data list, have been developed and are nearing finalisation. The design-related schedules of the Project Agreement, including Authority Change Requests (ACRs), have also been largely completed. However, it is worth noting that the Environmental Matrix, which is part of the design related schedules, is still outstanding and has not yet been completed.

##### **Equipment workstream**

The Technical Advisors are currently in the process of reviewing the inputs for Schedule 10, which pertains to the Outline Commissioning Programme of the Equipment Workstream. In parallel, discussions are

underway with the Welsh Government and the Service regarding the commissioning plans for the linear accelerators. The objective of these discussions is to strike a balance between ensuring the achievability of the commissioning plans and maintaining sufficient capacity to meet the demand. This ongoing collaboration aims to optimise the commissioning process and ensure the successful implementation of the linac fleet.

### Facility Management

All key schedules pertaining to our maintenance partner for the 25-year concession period were successfully agreed upon, with the exception of one issue regarding the maintenance of gardens within the nVCC building. This matter is currently being addressed and will be resolved in due course.

### **Full Business Case**

The Project has made significant progress in completing the Strategic Case, Economic Case, Finance Case, and Management Case. These cases are near completion and only require minor updates and consistency checking.

### **Ideas and Hefyd**

The 'Spooky Autumn Jambori' event was successful, particularly in engaging with local schools. The project has also collaborated with a Data Science student at Cardiff University to develop a model for the future Imaging Department, which will be presented later this year. Furthermore, proposals for research projects by Cardiff University Medical Students were submitted in September, and students will select their projects in early 2024.

Ongoing work includes establishing a patient and staff experience review of the nVCC project and a review of the project's engagement with the public throughout its duration.

### **Lessons Learnt Workshop**

The PMO recently held a Lessons Learned Workshop focused on key areas of work such as communications, teamwork, and procurement. The insights and reflections from the workshop will be shared once they are collated.

### **Project 3a Integrated Radiotherapy Solution (IRS) and Project 4 Satellite Radiotherapy Centre (SRU) (a Velindre Futures deliverable)**

Work is nearing completion to ensure the alignment of the three different workforce funding streams that cover each phase of the Programme. This work will also provide an opportunity to reconsider the staffing requirements required as a result of changes in time scale, changes in phasing of machine implementation and the plans that are being put in place for the transition to the new Cancer Centre. Work is progressing and resource has been directed to phase 3 requests.

For phase 1 appropriate due diligence and capacity checks are in place to confirm timescales for LA3 (2<sup>nd</sup> linac in phase 1) are appropriate and deliverable with capacity maintained within an acceptable level. Work is also ongoing with the Finance Team to realign the capital requirements and its phasing and to identify and articulate any risk and shortfall and to be able to provide a clear rationale.

Alignment of the demand profile for linac time and the impact on revenue income is also under review. A contractual review has been undertaken by the new Head of Contract Management which allows us to develop a plan going forward for improved contract management. A presentation to outline the process, to complete a review of contract management in line with the National Audit Office (NAO) good practice contract management framework. As part of the review a list of key improvement actions were agreed to

be taken forward, the review will now be completed on a 6-monthly basis with a tracked maturity rating against the NAO framework.

A high-level overview of Varian's performance levels was presented, which included mitigating actions against each of the issues to ensure downtime is minimised and repeat issues are avoided. Varian also provided reporting on the current status of delivery against committed and community benefits, further development in this area is required, including a review of the agreed benefits following Trust changes to processes or systems, and changes to implementation plans.

The second linac replacement is progressing to time, running concurrently to this work the treatment planning solution is being built for breast patients. The new system workflow that culminates with paperless flow in April remains a key deliverable that is highly dependent on digital deliveries of interfaces from both Varian DHCW. This is being risk managed via the Velindre Futures Programme and reported to the IRS Implementation Board.

### **Project 5 Outreach** *(Operational Delivery is a Velindre Futures deliverable)*

The Director of Cancer Services will be the SRO for the project and a formal arrangement has to be made to have clear roles and responsibilities regarding the strategic planning and executive engagement with HBs and the responsibility for operational delivery. The project has been split into two phases: Strategic Planning and Operations. Strategic planning has been revisited due to the changes in initial assumptions within treatment, geographical changes, @home and Health Board keenness to meet the gap in capacity.

A review is being undertaken of the initial assumptions against the delivery model, in order to clarify the scope of the Velindre Future Outreach project. This is being supported by a project plan and the establishment of a clear governance structure, to support the regional planning and delivery model. A workshop is scheduled on 24<sup>th</sup> November with ABUHB to revisit key principles and explore next phase of the work plan.

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

Transition & Commissioning planning has commenced led by the Director of Transformation. This work will be required (in some detail yet to be agreed with Government) in the Management Case of the FBC.

Some preparatory work has been undertaken with nVCC and the 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. There has been a particular focus on transition costs (including dual running) associated with the linac commission plan during this reporting period.

Following completion of the nVCC Business Case, the move to the next stage of transition planning will be aligned with the Velindre Futures Major Programmes and wider service transformation projects within VCS. The Trust is looking to procure some additional adviser support from non-reoccurring revenue to facilitate a more granular transition plan.

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

| Area   | Status (Trend)      | Position  | Action   | Target Date                |
|--|---------------------|---|--|----------------------------|
| <b>Strategic Alignment</b><br>(Reviewed Quarterly)           | <b>Green</b><br>(↔) | <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 Sept 2023 and no material change/reason for misalignment are known. Next review in December 2023.</p> <p>The CCLG regional approach has now been approved by the SEW Programme Portfolio Oversight Group which includes establishing a regional cancer work programme as part of a regional planning approach, along with other specialisms such as orthopaedics, diagnostics, stroke, and ophthalmology. A proposal to start developing the cancer work plan was proposed at a meeting on 4<sup>th</sup> Oct. Resources as now being sought.</p> | <b>Dec 2023</b>            |
| <b>Programme Scope</b><br>(Reviewed Quarterly)               | <b>Amber</b><br>(↔) | The TCS Programme Scope requires reconfirmation following the implementation of the new Trust governance arrangements.  | <p>The responsibility to deliver several projects has now transferred to the Velindre Futures. Further work is being undertaken to align reporting arrangements.</p> <p>The refreshed Tranche Review also contains recommendations regarding confirming the ongoing scope of the programme which requires further consideration at a meeting with the CEO and IMs.</p>   | <b>Jan 2024</b>            |
| <b>Programme Budget</b><br>(Reviewed Monthly)                | <b>N/K</b>          | Finance report not available at time of writing this report but will be submitted to EMB Shape as part of the Transformation section.   | N/A  | <b>Nov 2023</b>            |
| <b>Governance and Approvals</b><br>(Reviewed Monthly)        | <b>Amber</b><br>(↔) | The Trust is implementing new governance arrangements which have seen the creation of a SCB and the migration of certain projects to Velindre Futures.  | The new governance arrangements were stood up in April 2023 as agreed by EMB. The Terms of Reference were reviewed in Oct 2023 and minor amendments to align with Project Bard were made. However wider discussion regarding the functions under the SCB were required and are planned for December/January. Reporting arrangements alongside Velindre Future as now being refined.  | <b>Dec 2023</b>            |
| <b>Progress against Programme Plan</b><br>(Reviewed Monthly) | <b>Red</b><br>(↑)   | The Programme is currently performing to its approved plan for project 4 (now under Velindre Futures), but there is an anticipated delay, building completion and handover of the SRU is now March 2025.  | Project Risk activities usually overseen by the TCS Planner and Risk Advisor are now being undertaken by the Project teams.  | <b>Regularly monitored</b> |

|   |                     |  |  |  |
|---|---------------------|--|--|--|
|   |                     | <p>The plan has been revised following the delay in the Kier programme and is almost complete, allowing for reporting of timescales as Green.</p> <p>Projects 1 &amp; 2 have experienced a range of risks and issues which have impacted upon the project plan, and Project 2 financial close dates.</p>   |  |  |
| <b>Processes for Managing Risks and Issues</b><br><i>(Reviewed Monthly)</i> | <b>Amber</b><br>(↔) | <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>The TCS Planner and Risk Advisor has left the Trust as of the end of July. Interim arrangements are in place to ensure continuity of risk reporting; however, these will not extend to the full scope of the TCS Planner and Risk Advisor role within the Programme. Project Risk activities usually overseen by the TCS Planner and Risk Advisor are now being undertaken by the Project teams, where appropriate.</p> | <b>Regularly monitored</b>   |
| <b>Benefits</b><br><i>(Reviewed Quarterly in Tranche 2)</i>                 | <b>Amber</b><br>(↔) | <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. As with risk and issues above, the disparate nature of the programme means tracking benefits is increasing complex without clear line of sight reporting and a clear scope and mandate of the programme.</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> |

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

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

Cardiff and Vale UHB, Cwm Taf Morgannwg UHB, Aneurin Bevan UHB and Velindre NHS University Trust Chief Executives agreed to align the regional cancer planning agenda (previously undertaken via the CCLG) with the wider regional planning arrangements delivered through the South-East Wales Regional Oversight Board to further optimise regional collaboration.

A regional cancer programme will be developed through the same process adopted by the other regional programmes. This is likely to include a series of collaborative regional workshops to design, develop, articulate, and prioritise the future cancer programme (and the development of an associated regional delivery plan). The first regional workshop will take place on 11<sup>th</sup> December 2023.

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

**c) Change Controls or Exception Reports in reporting period.**

| <b>Ref</b> | <b>Change Control(s)</b> | <b>Exception Report(s)</b> | <b>Description</b> |
|------------|--------------------------|----------------------------|--------------------|
|            | <b>0</b>                 | <b>0</b>                   |                    |

**Programme Benefits Realisation**

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



| Programme or Project             | Not Required Currently | Deliverables set out in Project Brief | Benefits Quantified with Owner(s) | Benefits Being Delivered   |
|----------------------------------|------------------------|---------------------------------------|-----------------------------------|--|
| Programme Overall                |                        | ✓                                     | ✓                                 | Still in planning stage  |
| Project 1 - Enabling Works       | ✓                      | ✓                                     | ✓                                 | In implementation stage  |
| Project 2 - nVCC                 |                        | ✓                                     | ✓                                 | Still in planning stage  |
| Project 3a - IRS                 |                        | ✓                                     | ✓                                 | Early benefits being delivered-new LINAC. Wider benefit plan being developed by Contract Manager |
| 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  |

## Project Status

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

|                                   | Project Director/<br>Responsible | 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<br>↔     | The Master Project Plan (MPP) has been reset to reflect the OBC Funding Letter conditions and the approved FBC by the Welsh Government. The project team is actively working on an FBC addendum to cover additional costs related to the enabling works project. The Trust Board approved a revised Project structure, which informed the approved FBC. | <b>Nov 2023</b>    |
| <b>Project 2 – nVCC</b>           | David Powell                     | Red   | Red    | Green   | Green | Red              | Red<br>↑       | The Master Programme Plan (MPP) is currently being revised as part of a review process. The project is recruiting for key positions and seeking contract extensions for expiring contracts. The resource requirements for the FBC have been refined and recruitment is underway.  | <b>Feb 2024</b>    |
| <b>Project 3a – IRS</b>           | Cath O'Brien                     | Green | Green  | Green   | Amber | Amber            | Amber<br>↔     | No update received  | No update received |
| <b>Project 4 – SRU</b>            | Cath O'Brien                     | Amber | Amber  | Green   | Green | Green            | Green<br>↔     | Updates for the RSC Project are also noted in the Velindre Futures Assurance Report.<br>No update received  | No update received |

|   |              |  |   |   |   |
|---|--------------|--|---|---|---|
| <b>Project 5 – Outreach</b>             | Cath O'Brien | <i>Updates for the Outreach Project are noted in the Velindre Futures Assurance Report</i>                 |   | <i>Project activities commenced with review of clinical assumptions, modelling and workshop set up with ABUHB 24<sup>th</sup> November 2023</i>                         | Project plan being refreshed with key milestone dates to be established |
| <b>Project 6 – Service Delivery</b>     | Andrea Hague | Service change work being taken forward within Velindre Futures and business as usual service developments | <b>Paused:<br/>No current rating</b><br>↔ | <i>Change control approved at March PDB meeting to transfer this project to Velindre Futures Programme. Highlight reporting arrangements to commence from Nov 2023.</i> | Nov 2023  |
| <b>Project 7 – Site Decommissioning</b> | David Powell | To commence 12-18 months prior to opening of nVCC  | N/A                                       | N/A   | N/A   |

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

- 5.1 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. Considering the delay to nVCC Financial Close and as such delay to approval of the FBC and onward impact of this across the Programme and other Workstreams a thorough review and update of the Programme Master Plan is required. It is expected that this can be undertaken in the next reporting period as updated key dates become clearer as a result of ongoing discussions with WG, Acorn and specialised estates seniors.
- 5.2 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 / I092 | Access to the nVCC site will now likely be available in time for construction. 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 completed, and the McDonalds layby consent has completed in this reporting period and as a result this dependency remains stable. | <b>AMBER</b><br>↔ |

|  |   |             |  |                   |
|--|---|-------------|--|-------------------|
| Project 1 EW –<br>Velindre EW<br>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 potentially ultimate completion and opening of the nVCC and wider Programme activity including the IRS Implementation.          | R400 / R403 | The Northern Access completion continues to be estimated to be at a 6-month delay from original date, however works are progressing well and on schedule to meet re-casted completion date. In relation to the Northern Access, the likelihood of this scenario has reduced to 'Possible', and the impact remains at 'Moderate'.   | <b>AMBER</b><br>↔ |
| Project 1/ 2 –<br>Planning<br>Matters          | The importance of the Planning matters being resolved for the nVCC Project to progress would mean that if they are not resolved the impact would be felt across the TCS Programme, impacting several dependencies including construction of the nVCC and therefore ultimately the planned opening date and planned workforce, digital and equipment dependencies and deliverables and the IRS implementation. Worst case would see the need for re-design of nVCC scheme leading to major delays and likely cost increases. | R438        | The approval of the McDonalds layby planning application has been completed. A new risk has been raised relating to potential planning expirations prior to completion of construction as a result of current delays. 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'. | <b>AMBER</b><br>↔ |

### 3.6 Programme Risks – from 5<sup>th</sup> October – 9<sup>th</sup> November 2023.

- 6.1 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  | Completed by Programme Support Officer whilst Risk Advisor role is recruited. |
| Risks sorted and Risk Owners asked to review and update by deadline   | Ongoing   |
| Updated Project Risk Registers received from Risk Owners and/or meeting held with Risk Owners and Risk Advisor to review and update                       | Completed   |
| Programme Risk & Issues Register Updated  | Completed   |
| Change Log Updated  | Completed   |
| Datix Updated   | Completed   |
| Data & updates from Projects & Risk Owners analysed and input into PDR where required (also check back with Risk Owners for clarification where required) | Completed   |
| Extract report from Datix for Risk appendices   | Completed   |
| Complete manual updates to Risk and Issues appendices to ensure requirements and accuracy met for EMB & PSSC  | Completed   |
| Check of Risk & Issues appendices to ensure all data is accurate as per reporting period timescale  | Completed   |

- 6.2 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.

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

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

- 6.4 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>  | 0   | 8      | 0         | 2            | 0           | 10                           |
| <b>Issues</b> | 1   | 0      | 1         | 0            | 0           | 2                            |

- 6.5 There have been 0 **new** risks with a rating of 15 and above across the programme and projects during this reporting period. However, there has been two risks that have materialised and therefore are classified as issues.
- 6.6 There have been 0 risk with a rating of 15 and above where the risk score has **increased** during this reporting period.
- 6.7 0 risks have been **de-escalated** from a 15 and above during this reporting period.

6.8 8 risks were **closed** during this reporting period:

| ID   | Description of Risk   | Current Rating | Comment  |
|------|---|----------------|--|
| R428 | <p><b>Water Main Diversion</b></p> <p>There is a risk that the DCWW works to divert the water main could be delayed should unknown additional complexities be discovered as works progress, this would lead to delay to programme and potential increased costs and entrance not available as per Financial Close requirements.</p> | <b>CLOSED</b>  | Risk closed due to water main works complete w/c 16th October. |
| R439 | <p><b>Water Main Diversion Costs</b></p> <p>There is a risk that the water main cost exceeds the pre-tender estimate leading to further increased costs to resolve the water main diversion.</p>  | <b>CLOSED</b>  | Risk closed due to water main works complete w/c 16th October. |
| R395 | <p><b>TCAR 2 - EW and MIM Contractor Usage</b></p> <p>There is a risk that if the EW and MIM contractors are required to make use of TCAR 2 simultaneously that the volume of traffic may exceed what is allowed by the planning approval, leading to a delay to one or both sets of works.</p>                                     | <b>CLOSED</b>  | Risk closed due to WUK works nearing completion.               |



- 6.9 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.

**Programme Issues - from 5<sup>th</sup> October – 9<sup>th</sup> November 2023.**

- 6.10 There has been 1 new 'High' rated issues across the programme during the latest reporting period.
- 6.11 There has been 1 issue that has been escalated to 'high' within this reporting period.
- 6.12 Including the 'high' issues mentioned above there are a further 5 **existing** high issues:
- 6.12 As we are enhancing this report to include risks and issues from the wider scope of the Programme, the following 'high' issues have been included for the first time from Project 3 - IRS and Project 4 – SRU. The team are progressing to include this information for future reports in a more coherent manner.

6.13 There are 4 'high' rated issues for the Satellite Radiotherapy Unit:

| Issue No. | Issue Title                 | Issue Description  | Priority | Status |
|-----------|-----------------------------|--|----------|--------|
| IL001     | Programme Delay             | Need to realign VCC internal resources to correspond with Revision F of programme plan issued by KIER incorporative of a 10-week delay in total  | High     | OPEN   |
| IL002     | Ground Floor Layout         | Ground floor layout of the SRU does not comply with regulation and requires alteration   | High     | OPEN   |
| IL003     | Linac Bunker Design         | Bunker design not fully signed off due to changes to the bunkers required to comply with RPA recommendation such as additional radiation warning lights. Further changes required such as amendment to cupboard sizing and CCTV cameras. | High     | OPEN   |
| IL004     | Impression Suite's workshop | Lack of future use of mould room area would result in unused space at SRU  | High     | OPEN   |

6.15 There is 1 closed 'high' rated issues which still have an outstanding risk, for the Integrated Radiotherapy Solution:

| Issue No. | Issue Title                                  | Issue Description   | Priority | Status                   |
|-----------|--|---|----------|--------------------------|
| IL003     | Resource requirement for workflow workstream | Greater scale and scope of project identified in June 23 due to internal changes since procurement. And underestimated complexity of project. Delay in paper being agreed resulted in delayed recruitment of required staff, this has now been mitigated in that recruitment can commence. Residual risk to workstream still remains and will be managed. | High     | Closed<br>(risk remains) |

6.16 SRU Issues Register can be seen in **Appendix C** to this report.

j. **Programme Look Forward**

8.1 The key milestones expected in the upcoming months are:

| Milestone  | Project | Date  | Critical Path |
|--|---------|---|---------------|
| <b>November 2023</b>   |         |   |               |
| Restoration of Lady Cory Field with associated path and cycle ways | 2       | <del>October 2023</del><br>November 2023<br>(Main works completed, planting and benches being placed) | N             |
| <b>December 2023</b>   |         |   |               |
| <b>January 2023</b>  |         |   |               |

4. **SUMMARY OF MATTERS FOR CONSIDERATION**

4.1 TCS Scrutiny Sub-Committee is asked to **NOTE** the contents of the TCS Programme Director's Report and the **Amber/Red** DCA rating.

5. **IMPACT ASSESSMENT**

|  |
|--|
| <b>TRUST STRATEGIC GOAL(S)</b>   |
| Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals:<br>YES - Select Relevant Goals below  |
| If yes - please select all relevant goals:   |
| <ul style="list-style-type: none"> <li>Outstanding for quality, safety, and experience <input checked="" type="checkbox"/></li> <li>An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations <input checked="" type="checkbox"/></li> </ul> |



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NHS Trust

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• A beacon for research, development, and innovation in our stated areas of priority <input checked="" type="checkbox"/></li> <li>• An established 'University' Trust which provides highly valued knowledge for learning for all. <input checked="" type="checkbox"/></li> <li>• A sustainable organisation that plays its part in creating a better future for people across the globe <input checked="" type="checkbox"/></li> </ul> |  |
| <b>RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF)</b><br>For more information: <a href="#">STRATEGIC RISK DESCRIPTIONS</a>   | <b>Choose an item</b><br>All TCS risks 15 and above are escalated on the Trust risk register   |
| <b>QUALITY AND SAFETY IMPLICATIONS / IMPACT</b>  | <b>Select all relevant domains below</b>   |
|  | Safe <input checked="" type="checkbox"/><br>Timely <input checked="" type="checkbox"/><br>Effective <input checked="" type="checkbox"/><br>Equitable <input checked="" type="checkbox"/><br>Efficient <input checked="" type="checkbox"/><br>Patient Centred <input checked="" type="checkbox"/> |
|  | The implementation of the Trusts Clinical Operating Model as set out in the TCS programme will impact on all of the above metrics.   |
| <b>SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED:</b><br>For more information:<br><a href="https://www.gov.wales/socio-economic-duty-overview">https://www.gov.wales/socio-economic-duty-overview</a>   | Not required<br><br><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><br><br><b>Click or tap here to enter text</b>  |



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| TRUST WELL-BEING GOAL<br>IMPLICATIONS / IMPACT | Choose an item   |
|--|--|
|  | If more than one Well-being Goal applies, please list below:   |
|  | <b>The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated</b>  |
|  | If more than one wellbeing goal applies, please list below:<br><br><b>Click or tap here to enter text</b>  |
| <b>FINANCIAL IMPLICATIONS / IMPACT</b>         | 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><b>Source of Funding:</b><br/>Other (please explain)</p> <p>Please explain if 'other' source of funding selected:</p> <p>Mutual Investment Model</p> <p><b>Type of Funding:</b><br/><b>Revenue</b></p> <p><b>Scale of Change</b><br/>Please detail the value of revenue and/or capital impact:</p> <p><b>Type of Change</b></p> |








|   |   |
|---|---|
|   | <b>Major Programme</b><br>Please explain if 'other' source of funding selected:<br><b>Click or tap here to enter text</b> |
| <b>EQUALITY IMPACT ASSESSMENT</b><br>For more information:<br><a href="https://nhs.wales365.sharepoint.com/sites/VEL_intranet/SitePages/E.aspx">https://nhs.wales365.sharepoint.com/sites/VEL_intranet/SitePages/E.aspx</a> | Yes - please outline what, if any, actions were taken as a result   |
|   | The TCS Programme has an existing Equality Impact Assessment  |
| <b>ADDITIONAL LEGAL IMPLICATIONS / IMPACT</b>   | Yes (Include further detail below)  |
|   | <b>Click or tap here to enter text</b>  |
|   | 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.

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

## 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                        | CD          | GB     |
| All Risk / Issues Descriptions are clearly written                        | Yes                        | CD          | GB     |
| All Mitigations / Actions have an Owner                                   | Yes                        | CD          | GB     |
| All Mitigations / Actions are clearly written (SMART)                     | Yes                        | CD          | GB     |
| All Risks / Issues have been reviewed and updated by Owners               | Yes                        | CD          | GB     |
| All Risks / Issues have correct Next Review Date / Next Action Due Date   | Yes                        | CD          | GB     |
| All Risks / issues have been correctly recorded as Private & Confidential | Yes                        | CD          | GB     |



13/11/2023



| SRU   | Issue Title                 | Issue Description  | Priority | Status | Comments  |
|-------|-----------------------------|--|----------|--------|---|
| IL001 | Programme Delay             | Need to realign VCC internal resources to correspond with Revision F of programme plan issued by KIER incorporative of a 10 week delay in total  | High     | OPEN   | 28/10/23 - PM met with all leads and firmed up a large percentage of the project plan. Awaiting some key information on workforce and commissioning.<br>06/10/23 - PM working with all Workstream Leads and IRS team to reschedule key activities on the project plan |
| IL002 | Ground Floor Layout         | Ground floor layout of the SRU does not comply with regulation and requires alteration   | High     | OPEN   | 28/10/23 - KE reviewing final drawings<br>16/10/23 - Options provided by Kier Architect, VCC decision to progress with design Ib<br>Change control form submitted and workshops help to redesign area.  |
| IL003 | Linac Bunker Design         | Bunker design not fully signed off due to changes to the bunkers required to comply with RPA recommendation such as additional radiation warning lights. Further changes required such as amendment to cupboard sizing and CCTV cameras.                       | High     | OPEN   | 28/10/23 - Final drawings received incorporating all design changes requested. KE reviewing<br>Change control form submitted.   |
| IL004 | Impression Suite's workshop | Lack of future use of mould room area would result in unused space at SRU  | High     | OPEN   | 28/10/23 - KE reviewing final drawings<br>Change control form submitted and workshops held to redesign area   |
| IL005 | CCTV & Access Plans         | CCTV cameras that are not required have been identified, some need to be removed to minimize number of cameras while still maintaining a safe and secure unit.<br>Access control plans are not reflective of service requirements and require some adjustment. | Medium   | OPEN   | 28/10/23 - KE reviewing final drawings  |