

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Previous work undertaken (to pause in the programme)	196 days?	Wed 02/10/19	Wed 01/07/20	
2		Engagement	86 days	Wed 02/10/19	Wed 29/01/20	
3		Image Guided Interventional Surgery (IGIS) Involvement Workshop	1 day	Wed 02/10/19	Wed 02/10/19	
4		CCG Commissioning Event	1 day	Thu 03/10/19	Thu 03/10/19	
5		Emergency and Acute Medicine Involvement workshop	1 day	Fri 04/10/19	Fri 04/10/19	
6		Cheltenham Locality Workshop	1 day	Tue 08/10/19	Tue 08/10/19	
7		Gloucester Locality Workshop	1 day	Tue 08/10/19	Tue 08/10/19	
8		North Cotswold Locality Workshop	1 day	Tue 15/10/19	Tue 15/10/19	
9		South Cotswold Locality Workshop	1 day	Tue 15/10/19	Tue 15/10/19	
10		Tewkesbury Locality Workshop	1 day	Wed 16/10/19	Wed 16/10/19	
11		Forest of Dean Locality Workshop	1 day	Wed 16/10/19	Wed 16/10/19	
12		Stroud and Berkeley Vale Locality Workshop	1 day	Thu 17/10/19	Thu 17/10/19	
13		Engagement Hearing	1 day	Thu 24/10/19	Thu 24/10/19	
14		Engagement Report drafted	6 days	Thu 24/10/19	Thu 31/10/19	
15		Agree safe storage / distribution protocol	1 day	Tue 19/11/19	Tue 19/11/19	
16		Engagement Report published internally	1 day	Tue 19/11/19	Tue 19/11/19	
17		PDG	1 day	Tue 19/11/19	Tue 19/11/19	
18		ICS Execs	1 day	Thu 05/12/19	Thu 05/12/19	
19		GHFT Board	1 day	Thu 09/01/20	Thu 09/01/20	
20		GHC Board	1 day	Wed 29/01/20	Wed 29/01/20	
21		Publish to workstreams	1 day	Tue 19/11/19	Tue 19/11/19	
22		Output of engagement report to HOSC	1 day	Mon 06/01/20	Mon 06/01/20	
23		HOSC meeting	1 day	Tue 14/01/20	Tue 14/01/20	
24		Papers to the Citizens Jury	10 days	Mon 06/01/20	Fri 17/01/20	
25		Citizens Jury	5 days	Mon 20/01/20	Fri 24/01/20	
26		PCBC Development	101 days	Thu 17/10/19	Thu 05/03/20	
27		System wide development	101 days	Thu 17/10/19	Thu 05/03/20	
28		Criteria Development	72 days	Thu 17/10/19	Fri 24/01/20	
29		Appraisal Criteria Workshop #1	1 day	Thu 17/10/19	Thu 17/10/19	
30		Appraisal Criteria Workshop #2	1 day	Tue 12/11/19	Tue 12/11/19	
31		Appraisal Criteria Workshop #3	1 day	Tue 03/12/19	Tue 03/12/19	
32		Citizens Jury review of the criteria	1 day	Fri 24/01/20	Fri 24/01/20	
33		Draft criteria agreed	1 day	Wed 04/12/19	Wed 04/12/19	
34		Papers issued for PDG	1 day	Thu 12/12/19	Thu 12/12/19	
35		PDG for review	1 day	Tue 17/12/19	Tue 17/12/19	
36		Papers issued for ICS Execs	1 day	Thu 02/01/20	Thu 02/01/20	
37		ICS Execs	1 day	Thu 09/01/20	Thu 09/01/20	
38		Integrated Impact Assessment Development	90 days	Fri 01/11/19	Thu 05/03/20	
39		IIA development	9 days	Fri 01/11/19	Wed 13/11/19	
40		IIA Baseline assessment	1 day	Wed 06/11/19	Wed 06/11/19	
41		IIA Reference group #1	9 days	Fri 01/11/19	Wed 13/11/19	
42		IIA Baseline report drafted	9 days	Fri 01/11/19	Wed 13/11/19	
43		IIA Baseline report	1 day	Thu 14/11/19	Thu 14/11/19	
44		IIA Baseline report issued to workstreams	1 day	Tue 19/11/19	Tue 19/11/19	
45		PDG	1 day	Tue 19/11/19	Tue 19/11/19	
46		Papers circulated for ICS Execs	5 days	Thu 28/11/19	Wed 04/12/19	
47		ICS Execs	1 day	Thu 05/12/19	Thu 05/12/19	
48		IIA Reference group #2	1 day	Wed 08/01/20	Wed 08/01/20	
49		Source IIA contractor	5 days	Mon 06/01/20	Fri 10/01/20	
50		IIA kick off meeting with contractor	1 day	Mon 27/01/20	Mon 27/01/20	
51		IIA Pre Consultation report drafted	15 days	Mon 03/02/20	Fri 21/02/20	
52		IIA Pre Consultation report	5 days	Mon 24/02/20	Fri 28/02/20	
53		PDG	1 day	Wed 26/02/20	Wed 26/02/20	
54		ICS Execs	1 day	Thu 05/03/20	Thu 05/03/20	
55		IIA Post Consultation	1 day	Fri 01/11/19	Fri 01/11/19	
56		PCBC process	190 days?	Thu 10/10/19	Wed 01/07/20	
57		Draft structure and appendices list	15 days	Mon 02/12/19	Fri 20/12/19	
58		Draft medium list options & assumptions	1 day	Mon 16/12/19	Mon 16/12/19	
59		Medium list confirmed	1 day	Fri 17/01/20	Fri 17/01/20	
60		PCBC drafting	24 days	Tue 28/01/20	Fri 28/02/20	
61		Medium list section added	6 days	Fri 24/01/20	Fri 31/01/20	
62		Shortlist assumptions	1 day	Thu 06/02/20	Thu 06/02/20	
63		Shortlist modelling	14 days	Thu 06/02/20	Tue 25/02/20	
64		Shortlist section added	14 days	Thu 06/02/20	Tue 25/02/20	
65		Preferred option section added	14 days	Thu 06/02/20	Tue 25/02/20	
66		NHSE version to ICS & Boards	1 day	Fri 28/02/20	Fri 28/02/20	
67		Emergency & Acute Medicine	52 days	Thu 10/10/19	Fri 20/12/19	
68		Criteria Development	1 day	Thu 10/10/19	Thu 10/10/19	
69		Solutions Development	1 day	Thu 07/11/19	Thu 07/11/19	
70		Creation of Hurdle criteria	1 day	Wed 13/11/19	Wed 13/11/19	
71		Application of hurdle criteria	6 days	Fri 13/12/19	Fri 20/12/19	
72		Image Guided Interventional Surgery (IGIS)	34 days	Fri 01/11/19	Wed 18/12/19	
73		Criteria Development	1 day	Fri 01/11/19	Fri 01/11/19	
74		Solutions Development - Interventional radiology	1 day	Mon 04/11/19	Mon 04/11/19	
75		Application of hurdle criteria	5 days	Thu 12/12/19	Wed 18/12/19	
76		General Surgery	48 days	Wed 16/10/19	Fri 20/12/19	
77		Criteria Development	1 day	Wed 16/10/19	Wed 16/10/19	
78		Criteria Development	1 day	Fri 25/10/19	Fri 25/10/19	
79		Solutions Development	1 day	Wed 13/11/19	Wed 13/11/19	
80		Application of hurdle criteria	6 days	Fri 13/12/19	Fri 20/12/19	
81		PCBC approval of version to NHSE	174 days?	Fri 01/11/19	Wed 01/07/20	
82		Current draft PCBC to senate for a desk top review	1 day	Fri 14/02/20	Fri 14/02/20	
83		NHSE review meeting	1 day	Fri 01/11/19	Fri 01/11/19	
84		NHSE review meeting	1 day	Wed 26/02/20	Wed 26/02/20	
85		ICS Execs papers issued	1 day	Fri 28/02/20	Fri 28/02/20	
86		ICS Execs - review of the 'Work in Progress' v1 PCBC	1 day	Thu 05/03/20	Thu 05/03/20	
87		GHFT Board Papers issued	5 days	Thu 05/03/20	Wed 11/03/20	
88		Decision made to pause the programme	1 day	Tue 10/03/20	Tue 10/03/20	
89		Pause period	82 days	Tue 10/03/20	Wed 01/07/20	
90		New PCBC drafting timetable	356 days?	Fri 01/11/19	Fri 12/03/21	
91		Programme planning	356 days?	Fri 01/11/19	Fri 12/03/21	
92		ICS CEO's meeting	1 day	Thu 18/06/20	Thu 18/06/20	
93		Scope - confirm agreement at ICS Execs for amended PCBC scope.	10 days	Mon 29/06/20	Fri 10/07/20	
94		ICS Execs papers	1 day	Thu 25/06/20	Thu 25/06/20	
95		ICS Execs Meeting	1 day	Thu 02/07/20	Thu 02/07/20	
96		Governance / Meetings	182 days?	Mon 15/06/20	Tue 23/02/21	
97		Review clinical leadership arrangements for the programme as described in 'CoEx programme governance update' agreed at March 2020 delivery group	10 days	Mon 29/06/20	Fri 10/07/20	
98		Re-establish CoEx Modelling Group as required to oversee modelling outputs for PCBC	10 days	Mon 15/06/20	Fri 26/06/20	
99		Ensuring key dates are booked for decision-making meetings, and provide appropriate papers and updates.	10 days	Mon 15/06/20	Fri 26/06/20	
100		Set up CoEx Programme co-ordination group (to replace DG)	10 days	Mon 29/06/20	Fri 10/07/20	
101		Re-establish Programme Progress reports and sign off mechanism. Ensure dates adjusted to fit with new S&T Delivery Group.	10 days	Mon 15/06/20	Fri 26/06/20	
102		Monthly review of programme and project risks and issues	182 days	Mon 15/06/20	Tue 23/02/21	

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
103	✓	Proposed Consultation	40 days?	Mon 22/06/20	Fri 14/08/20	
104	✓	Confirm required participants for Clinical Senate Review and ensure they are invited with sufficient (8 wks) notice.	10 days	Mon 22/06/20	Fri 03/07/20	
105	✓	Confirm required participants for NHS E/I Stage 2 assurance meeting and ensure they are invited with sufficient (8wks) notice.	10 days	Mon 22/06/20	Fri 03/07/20	
106	✓	Ensure there is a GHFT rep/adequate links between MG and GHFT on the Citizens' Jury commissioning group.	10 days?	Mon 03/08/20	Fri 14/08/20	
107	✓	Set up team briefings (previously fortnightly)	10 days	Mon 15/06/20	Fri 26/06/20	
108	✓	General	110 days	Mon 15/06/20	Mon 16/11/20	
109	✓	Update internal programme timeline documentation with re-start date and scope	10 days	Mon 15/06/20	Fri 26/06/20	
110	✓	Agree decision-making process post consultation (for Decision Making Business Case)	0 days	Mon 16/11/20	Mon 16/11/20	
111	✓	Post Covid - 19 update of the PCBC	15 days	Mon 15/06/20	Fri 03/07/20	
112	✓	Clinical workstream specific tasks	190 days	Fri 01/11/19	Thu 23/07/20	
113	✓	Neurology	19 days	Mon 29/06/20	Thu 23/07/20	
114	✓	Neurology options appraisal	15 days	Mon 29/06/20	Fri 17/07/20	
115	✓	Solutions Appraisal workshop	18 days	Tue 30/06/20	Thu 23/07/20	
116	✓	Issue virtual workshop invitations	1 day	Tue 30/06/20	Tue 30/06/20	
117	✓	Issue Meeting papers and survey	1 day	Mon 06/07/20	Mon 06/07/20	
118	✓	Solutions appraisal workshop - virtual	1 day	Thu 23/07/20	Thu 23/07/20	
119	✓	IGIS	15 days	Mon 15/06/20	Fri 03/07/20	
120	✓	IGIS FTF Workstream group to replace ITP Group slot to oversee development of IGIS CoEx/FTF workstream. Sign off arrangements at new Programme Co-ordination Group.	15 days	Mon 15/06/20	Fri 03/07/20	
121	✓	Ensure alignment of capital programme, MES and CoEx public engagement and consultation.	15 days	Mon 15/06/20	Fri 03/07/20	
122	✓	General Surgery	15 days	Mon 15/06/20	Fri 03/07/20	
123	✓	Agree new programme management (e.g. TDG/liaison with division) arrangements with S&T and surgery divisions.	5 days	Mon 15/06/20	Fri 19/06/20	
124	✓	Collate patient and staff feedback and other data (e.g. outcomes) on benefits & issues of temporary change	15 days	Mon 15/06/20	Fri 03/07/20	
125	✓	Acute Take	15 days	Mon 15/06/20	Fri 03/07/20	
126	✓	Further development of the draft PID to centralise the acute medical take. (Note: to consider in the future whether this PID should have a cross-divisional remit)	15 days	Mon 15/06/20	Fri 03/07/20	
127	✓	Collate patient and staff feedback and other data (e.g. outcomes) on benefits & issues of temporary change	15 days	Mon 15/06/20	Fri 03/07/20	
128	✓	Gastroenterology	15 days	Mon 15/06/20	Fri 03/07/20	
129	✓	Already implemented. Liaise with Alex Matthews/division for updated data. There is an outstanding action to survey all gastroenterology staff about the changes, along the lines of retrospective survey done with T&O.	15 days	Mon 15/06/20	Fri 03/07/20	
130	✓	Trauma & Orthopaedics	15 days	Mon 15/06/20	Fri 03/07/20	
131	✓	Already implemented. Confirm any further links with surgery division.	15 days	Mon 15/06/20	Fri 03/07/20	
132	✓	Deteriorating Patients	176 days	Fri 01/11/19	Fri 03/07/20	
133	✓	Need to ensure Y2 (2021/22) funding is allocated to budgets to enable continued recruitment.	15 days	Mon 15/06/20	Fri 03/07/20	
134	✓	Other Enabling workstreams	15 days	Fri 01/11/19	Thu 21/11/19	
135	✓	Review wider D&S/support service implications of proposed/preferred PCBC clinical models and develop modelling for DMBC	15 days	Mon 15/06/20	Fri 03/07/20	
136	✓	Communications	40 days	Mon 29/06/20	Fri 21/08/20	
137	✓	Consultation materials development	15 days	Mon 29/06/20	Fri 17/07/20	
138	✓	Comms / Engagement plan	15 days	Mon 29/06/20	Fri 17/07/20	
139	✓	Internal Comms	15 days	Mon 29/06/20	Fri 17/07/20	
140	✓	Prepare communications materials for public consultation e.g. develop narrative and support materials	15 days	Mon 29/06/20	Fri 17/07/20	
141	✓	Citizens Jury - Co-ordinate brief for clinical workstreams and production of communication materials for the Jury.	15 days	Mon 03/08/20	Fri 21/08/20	
142	✓	Staff - Prepare and implement staff communications and engagement plan prior to any consultation	15 days	Mon 03/08/20	Fri 21/08/20	
143	✓	Modelling tasks / issues for resolution	35 days	Mon 15/06/20	Fri 31/07/20	
144	✓	Transport	15 days	Mon 15/06/20	Fri 03/07/20	
145	✓	Define inter-site transfer impact	15 days	Mon 15/06/20	Fri 03/07/20	
146	✓	Definition of staff travel impact, including costing and infrastructure impact	15 days	Mon 15/06/20	Fri 03/07/20	
147	✓	SWAST impact assessment and associated actions including commissioner review	15 days	Mon 15/06/20	Fri 03/07/20	
148	✓	Ambulance activity	15 days	Mon 15/06/20	Fri 03/07/20	
149	✓	Ambulance activity numbers	15 days	Mon 15/06/20	Fri 03/07/20	
150	✓	Implications for time to intervention, how has this impact been assessed with ambulance, staff and patients?	15 days	Mon 15/06/20	Fri 03/07/20	
151	✓	Statement from ambulance service	15 days	Mon 15/06/20	Fri 03/07/20	
152	✓	Benefits	35 days	Mon 15/06/20	Fri 31/07/20	
153	✓	Define measurable programme benefits	15 days	Mon 13/07/20	Fri 31/07/20	
154	✓	Acute take/emergency medicine	15 days	Mon 15/06/20	Fri 03/07/20	
155	✓	Based on activity transfer assumptions, agree clinical pathways to GRH for patients who followed and ED/ACUC route in CGH	15 days	Mon 15/06/20	Fri 03/07/20	
156	✓	IGIS Assumptions	15 days	Mon 15/06/20	Fri 03/07/20	
157	✓	Adjust IGIS assumptions based on maintaining a refurbished Room 4 in CGH - define % and vol of planned interventions that would remain.	15 days	Mon 15/06/20	Fri 03/07/20	
158	✓	Finance & Capital	17 days	Mon 15/06/20	Tue 07/07/20	
159	✓	Confirm hybrid theatre solution if Vascular moves to GRH	17 days	Mon 15/06/20	Tue 07/07/20	
160	✓	Product delivery (inc modelling)	55 days	Mon 15/06/20	Fri 28/08/20	
161	✓	Modelling products	15 days	Mon 15/06/20	Fri 03/07/20	
162	✓	Activity	15 days	Mon 15/06/20	Fri 03/07/20	
163	✓	Planned general surgery clinical models	15 days	Mon 15/06/20	Fri 03/07/20	
164	✓	Modelling assumptions for elective colorectal and GI daycases, including pathways, activity shift requirements	15 days	Mon 15/06/20	Fri 03/07/20	
165	✓	Acute take/emergency medicine - modelling	15 days	Mon 15/06/20	Fri 03/07/20	
166	✓	Clarify any outstanding modelling required and share and sign off the activity data sheets with EM&AM clinical leads	15 days	Mon 15/06/20	Fri 03/07/20	
167	✓	IGIS clinical models	15 days	Mon 15/06/20	Fri 03/07/20	

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
168	✓	Confirm the baseline and modelling outputs for the shortlisted PCBC options	15 days	Mon 15/06/20	Fri 03/07/20	
169	✓	Theatres	15 days	Mon 15/06/20	Fri 03/07/20	
170	✓	Theatre modelling for all options except EGS centralisation	15 days	Mon 15/06/20	Fri 03/07/20	
171	✓	DCC outputs	15 days	Mon 15/06/20	Fri 03/07/20	
172	✓	Review DCC activity modelling and agree workforce assumptions to include in financial modelling	15 days	Mon 15/06/20	Fri 03/07/20	
173	✓	Activity Model	5 days	Mon 15/06/20	Fri 19/06/20	
174	✓	% activity shift between two sites	5 days	Mon 15/06/20	Fri 19/06/20	
175	✓	volume of admissions	5 days	Mon 15/06/20	Fri 19/06/20	
176	✓	Theatre modelling for all options	5 days	Mon 15/06/20	Fri 19/06/20	
177	✓	Outputs of accurate modelling with assumptions clearly stated and sensitivity analysis	5 days	Mon 15/06/20	Fri 19/06/20	
178	✓	Clear explanation of changes to bed numbers	5 days	Mon 15/06/20	Fri 19/06/20	
179	✓	Narrative explaining link between modelling and service change objectives	5 days	Mon 15/06/20	Fri 19/06/20	
180	✓	Aligned financial, workforce and activity models	5 days	Mon 15/06/20	Fri 19/06/20	
181	✓	Analysis of key risks and any mitigating actions	5 days	Mon 15/06/20	Fri 19/06/20	
182	✓	Main assumptions made in modelling with sources and justifications	5 days	Mon 15/06/20	Fri 19/06/20	
183	✓	Workforce Model	15 days	Mon 15/06/20	Fri 03/07/20	
184	✓	Staff FTE, type and cost	15 days	Mon 15/06/20	Fri 03/07/20	
185	✓	General Surgery	15 days	Mon 15/06/20	Fri 03/07/20	
186	✓	Confirm workforce changes implemented to support temporary change + additional workforce required for permanent change. Include: ward staffing including budget changes surgery/medicine, cost of all-day emergency theatre at GRH etc; surgical cover model at	15 days	Mon 15/06/20	Fri 03/07/20	
187	✓	Planned - Confirm model to provide weekend consultant review of colorectal patients at CGH	15 days	Mon 15/06/20	Fri 03/07/20	
188	✓	Acute take /emergency medicine modelling	15 days	Mon 15/06/20	Fri 03/07/20	
189	✓	Based on activity assumptions, define workforce required to deliver extended SDEC offer at CGH 8-8, 7/7	15 days	Mon 15/06/20	Fri 03/07/20	
190	✓	Based on activity transfer assumptions/GRH clinical pathways, agree any workforce changes required in GRH ED or Acute Floor (assume <100% of ACUC staffing budget to GRH acute floor), and CGH ED	15 days	Mon 15/06/20	Fri 03/07/20	
191	✓	Workforce - general	15 days	Mon 15/06/20	Fri 03/07/20	
192	✓	Confirm for IGIS, general surgery and acute take/AEC changes: staff impacted by change, and changes in staffing requirements	15 days	Mon 15/06/20	Fri 03/07/20	
193	✓	Workforce	10 days	Mon 22/06/20	Fri 03/07/20	
194	✓	Ward staffing	10 days	Mon 22/06/20	Fri 03/07/20	
195	✓	Model of surgical cover	10 days	Mon 22/06/20	Fri 03/07/20	
196	✓	Weekend consultant review of colorectal patient	10 days	Mon 22/06/20	Fri 03/07/20	
197	✓	Extended CGH SDEC offer	10 days	Mon 22/06/20	Fri 03/07/20	
198	✓	Change in ED staffing at CGH and GRH	10 days	Mon 22/06/20	Fri 03/07/20	
199	✓	Medical staffing model for CGH	10 days	Mon 22/06/20	Fri 03/07/20	
200	✓	Theatre modelling for all options	10 days	Mon 22/06/20	Fri 03/07/20	
201	✓	Staff travel and potential increase in the working day due to increase travel time	10 days	Mon 22/06/20	Fri 03/07/20	
202	✓	Information on recruitment and availability	10 days	Mon 22/06/20	Fri 03/07/20	
203	✓	Capability of staff and the sustainability of the workforce	10 days	Mon 22/06/20	Fri 03/07/20	
204	✓	High level workforce risks and mitigating actions	10 days	Mon 22/06/20	Fri 03/07/20	
205	✓	Workforce Impact Assessment	10 days	Mon 22/06/20	Fri 03/07/20	
206	✓	Number of staff affected by these proposals	10 days	Mon 22/06/20	Fri 03/07/20	
207	✓	Impact on specific Staff in terms of site relocation and the travel impact	10 days	Mon 22/06/20	Fri 03/07/20	
208	✓	The relocation of services will have on the wider multi professional workforce	10 days	Mon 22/06/20	Fri 03/07/20	
209	✓	Impact on job satisfaction, morale and retention	10 days	Mon 22/06/20	Fri 03/07/20	
210	✓	Engagement with Staff side Trade Union	10 days	Mon 22/06/20	Fri 03/07/20	
211	✓	Training programme developed for those staff that require re-training	10 days	Mon 22/06/20	Fri 03/07/20	
212	✓	Additional support to support affected staff	10 days	Mon 22/06/20	Fri 03/07/20	
213	✓	Workforce engagement plan	10 days	Mon 22/06/20	Fri 03/07/20	
214	✓	Any impact to employment law	10 days	Mon 22/06/20	Fri 03/07/20	
215	✓	Financial Statement	40 days	Mon 06/07/20	Fri 28/08/20	
216	✓	Financial impact of workforce changes	6 days	Mon 06/07/20	Mon 13/07/20	
217	✓	Income impact of pathway changes ACUC/AMU to SDEC	6 days	Mon 06/07/20	Mon 13/07/20	
218	✓	Validate additional income from IGIS procedures including repatriated cardiology activity from Bristol (assumptions already in PCBC v2.8)	6 days	Mon 06/07/20	Mon 13/07/20	
219	✓	Additional income from best practice tariff in EGS	6 days	Mon 06/07/20	Mon 13/07/20	
220	✓	Costing of workforce revenue impact for each proposal	6 days	Mon 06/07/20	Mon 13/07/20	
221	✓	Work up costs of acute take/emergency medicine workforce changes	6 days	Mon 06/07/20	Mon 13/07/20	
222	✓	If Vascular moved to GRH, impact on model of surgical cover at CGH?	6 days	Mon 06/07/20	Mon 13/07/20	
223	✓	Summary financial statements and supporting financial modelling which shows the impact of each option on commissioners/ providers revenue financial position supported by activity, income and cost modelling	6 days	Mon 06/07/20	Mon 13/07/20	
224	✓	Demonstrate affordability and value for money (including projections on income and expenditure and capital costs/receipts for affected bodies) and satisfaction of any applicable return on investment (ROI) criteria.	6 days	Mon 06/07/20	Mon 13/07/20	
225	✓	Transitional and recurrent revenue impact have been robustly identified	6 days	Mon 06/07/20	Mon 13/07/20	
226	✓	Set out for all options an assessment of capital (if required for the scheme) and revenue affordability for each option	6 days	Mon 06/07/20	Mon 13/07/20	
227	✓	A clear assessment of the financial benefits of the scheme e.g. provider efficiency savings, system reductions in activity levels and the basis of these calculations	6 days	Mon 06/07/20	Mon 13/07/20	
228	✓	Reconciliation of the scheme's financial impacts to the ICS financial plan	6 days	Mon 06/07/20	Mon 13/07/20	
229	✓	A high level source and application of capital funds, to demonstrate capital costs and how these are expected to be funded	6 days	Mon 06/07/20	Mon 13/07/20	

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
230	✓	IGIS - Develop workforce, activity and finance modelling to support decision-making process between B2 and B3	20 days	Mon 03/08/20	Fri 28/08/20	
231	✓	General Surgery - Elective - Develop workforce, activity and finance modelling to support decision-making process between C5 and C6	6 days	Mon 06/07/20	Mon 13/07/20	
232	✓	Estates Plan	15 days	Mon 15/06/20	Fri 03/07/20	
233	✓	Credible activity/throughput analysis that translates sustainably to the scale of infrastructure change anticipated	15 days	Mon 15/06/20	Fri 03/07/20	
234	✓	Indicative capital costs recorded using OB forms and recognisable benchmarks and which assume compliance with all applicable design, technical, building and space standards and known site constraints, and key adjacencies should be identified	15 days	Mon 15/06/20	Fri 03/07/20	
235	✓	Indicative designs that demonstrably reconcile to up-to-date estates strategies at site, provider and STP levels	15 days	Mon 15/06/20	Fri 03/07/20	
236	✓	Location changes	15 days	Mon 15/06/20	Fri 03/07/20	
237	✓	Outputs of activity analysis clearly linked with estates strategy	15 days	Mon 15/06/20	Fri 03/07/20	
238	✓	Implementation plan	15 days	Mon 15/06/20	Fri 03/07/20	
239	✓	Programme phasing, and profiling of impact (all modelling areas) across phased timeline	15 days	Mon 15/06/20	Fri 03/07/20	
240	✓	Outline plans that demonstrate how each of the options would be implemented.	15 days	Mon 15/06/20	Fri 03/07/20	
241	✓	Plans to ensure that safe services are maintained in the interim	15 days	Mon 15/06/20	Fri 03/07/20	
242	✓	If proposals can be implemented in a phased approach in order to secure the required funding	15 days	Mon 15/06/20	Fri 03/07/20	
243	✓	Commissioning Support	17 days	Mon 15/06/20	Tue 07/07/20	
244	✓	Share activity impact assessment with neighbouring acute providers	2 days	Mon 06/07/20	Tue 07/07/20	
245	✓	Confirmation of support from all commissioners proposing the scheme and acknowledgement from all providers who will be significantly affected by the scheme that their views on any impact on them have been sought	15 days	Mon 15/06/20	Fri 03/07/20	
246	✓	PCBC Drafting	36 days	Mon 15/06/20	Mon 03/08/20	
247	✓	Temporary changes to the PCBC	15 days	Mon 15/06/20	Fri 03/07/20	
248	✓	Appendices	17 days	Fri 10/07/20	Mon 03/08/20	
249	✓	New content	17 days	Fri 10/07/20	Mon 03/08/20	
250	✓	See contents checklist document	17 days	Fri 10/07/20	Mon 03/08/20	
251	✓	Governance & Assurance	134 days	Thu 11/06/20	Tue 15/12/20	
252	✓	ICS Board dates (if required)	71 days	Thu 11/06/20	Thu 17/09/20	
253	✓	ICS Board Papers	1 day	Thu 11/06/20	Thu 11/06/20	
254	✓	ICS Board Meeting	1 day	Thu 18/06/20	Thu 18/06/20	
255	✓	ICS Board Papers	1 day	Thu 16/07/20	Thu 16/07/20	
256	✓	ICS Board Meeting	1 day	Thu 23/07/20	Thu 23/07/20	
257	✓	ICS Board Papers	1 day	Thu 13/08/20	Thu 13/08/20	
258	✓	ICS Board Meeting	1 day	Thu 20/08/20	Thu 20/08/20	
259	✓	ICS Board Papers	1 day	Thu 10/09/20	Thu 10/09/20	
260	✓	ICS Board Meeting	1 day	Thu 17/09/20	Thu 17/09/20	
261	✓	ICS Execs	71 days	Thu 25/06/20	Thu 01/10/20	
262	✓	ICS Execs Papers	1 day	Thu 25/06/20	Thu 25/06/20	
263	✓	ICS Execs meeting	1 day	Thu 02/07/20	Thu 02/07/20	
264	✓	ICS Execs Papers	1 day	Thu 30/07/20	Thu 30/07/20	
265	✓	ICS Execs meeting	1 day	Thu 06/08/20	Thu 06/08/20	
266	✓	ICS Execs Papers	1 day	Thu 27/08/20	Thu 27/08/20	
267	✓	ICS Execs meeting	1 day	Thu 03/09/20	Thu 03/09/20	
268	✓	ICS Execs Papers	1 day	Thu 24/09/20	Thu 24/09/20	
269	✓	ICS Execs meeting	1 day	Thu 01/10/20	Thu 01/10/20	
270	✓	S&T progress reporting including risks / issues reporting	116 days	Tue 07/07/20	Tue 15/12/20	
271	✓	S & T Papers	1 day	Tue 07/07/20	Tue 07/07/20	
272	✓	S & T Group Meeting	1 day	Tue 21/07/20	Tue 21/07/20	
273	✓	S & T Papers	1 day	Tue 04/08/20	Tue 04/08/20	
274	✓	S & T Group Meeting	1 day	Tue 18/08/20	Tue 18/08/20	
275	✓	S & T Papers	1 day	Tue 01/09/20	Tue 01/09/20	
276	✓	S & T Group Meeting	1 day	Tue 15/09/20	Tue 15/09/20	
277	✓	S & T Papers	1 day	Sun 04/10/20	Sun 04/10/20	
278	✓	S & T Group Meeting	1 day	Tue 20/10/20	Tue 20/10/20	
279	✓	S & T Papers	1 day	Tue 03/11/20	Tue 03/11/20	
280	✓	S & T Group Meeting	1 day	Tue 17/11/20	Tue 17/11/20	
281	✓	S & T Papers	1 day	Sun 01/11/20	Sun 01/11/20	
282	✓	S & T Group Meeting	1 day	Tue 15/12/20	Tue 15/12/20	
283	✓	FFTF Programme Team sign off PCBC	1 day	Fri 10/07/20	Fri 10/07/20	
284	✓	RSG Meeting	1 day	Mon 13/07/20	Mon 13/07/20	
285	✓	Gloucestershire DoF meeting	1 day	Thu 23/07/20	Thu 23/07/20	
286	✓	F&DC Papers	1 day	Tue 21/07/20	Tue 21/07/20	
287	✓	F&DC Meeting	1 day	Thu 30/07/20	Thu 30/07/20	
288	✓	RSG Meeting	1 day	Thu 23/07/20	Thu 23/07/20	
289	✓	CCG Governing Body	1 day	Thu 30/07/20	Thu 30/07/20	
290	✓	TLT Papers	1 day	Thu 30/07/20	Thu 30/07/20	
291	✓	Gloucestershire DoF meeting	1 day	Mon 03/08/20	Mon 03/08/20	
292	✓	TLT Meeting	1 day	Thu 06/08/20	Thu 06/08/20	
293	✓	RSG Meeting	1 day	Mon 03/08/20	Mon 03/08/20	
294	✓	GHFT Board Papers	1 day	Thu 06/08/20	Thu 06/08/20	
295	✓	GHFT Board	1 day	Thu 13/08/20	Thu 13/08/20	
296	✓	Governing Body /ICS Board papers	1 day	Thu 06/08/20	Thu 06/08/20	
297	✓	Governing Body /ICS Board	1 day	Thu 13/08/20	Thu 13/08/20	
298	✓	Clinical Senate	15 days	Mon 03/08/20	Fri 21/08/20	
299	✓	Clinical Senate review version sent	1 day	Mon 03/08/20	Mon 03/08/20	
300	✓	Clinical Senate Panel	1 day	Thu 20/08/20	Thu 20/08/20	
301	✓	Senate queries - verbal	1 day	Fri 21/08/20	Fri 21/08/20	
302	✓	NHSE Stage 2	15 days	Fri 14/08/20	Thu 03/09/20	
303	✓	NHSE Stage 2 review version sent	1 day	Fri 14/08/20	Fri 14/08/20	
304	✓	Senate Panel Report sent to NHSE	1 day	Thu 27/08/20	Thu 27/08/20	
305	✓	Senate Panel queries response document sent to NHSE	1 day	Fri 28/08/20	Fri 28/08/20	
306	✓	NHSE Stage 2 Meeting	1 day	Thu 03/09/20	Thu 03/09/20	
307	✓	Update PCBC following Stage 2	1 day	Thu 03/09/20	Thu 03/09/20	
308	✓	HOSC	41 days	Thu 27/08/20	Thu 22/10/20	
309	✓	ICS Execs papers	1 day	Thu 27/08/20	Thu 27/08/20	
310	✓	ICS Execs Meeting	1 day	Thu 03/09/20	Thu 03/09/20	
311	✓	Gloucestershire DoF meeting	1 day	Fri 04/09/20	Fri 04/09/20	
312	✓	RSG Meeting	1 day	Fri 04/09/20	Fri 04/09/20	
313	✓	GHFT Board papers	1 day	Fri 04/09/20	Fri 04/09/20	
314	✓	GHFT Board/ Extra-ord Governing Body	1 day	Thu 10/09/20	Thu 10/09/20	
315	✓	ICS Board papers	1 day	Thu 10/09/20	Thu 10/09/20	
316	✓	ICS Board	1 day	Thu 17/09/20	Thu 17/09/20	
317	✓	PCBC update	9 days	Fri 18/09/20	Wed 30/09/20	
318	✓	ICS Execs papers	1 day	Thu 24/09/20	Thu 24/09/20	
319	✓	ICS Execs meeting	1 day	Thu 01/10/20	Thu 01/10/20	

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
320		NHSE Stage 2 follow up meeting	1 day	Thu 01/10/20	Thu 01/10/20	
321		GHFT Board papers	1 day	Fri 02/10/20	Fri 02/10/20	
322		GHFT Board/ Extra-ord Governing Body	1 day	Thu 08/10/20	Thu 08/10/20	
323		HOSC papers	1 day	Thu 15/10/20	Thu 15/10/20	
324		HOSC	1 day	Thu 22/10/20	Thu 22/10/20	
325		Consultation	205 days	Mon 01/06/20	Fri 12/03/21	
326		Consultation timeline	205 days	Mon 01/06/20	Fri 12/03/21	
327		TCI review process	89 days	Wed 15/07/20	Mon 16/11/20	
328		Project scoping	1 day	Wed 15/07/20	Wed 15/07/20	
329		Project consultation plan	1 day	Fri 31/07/20	Fri 31/07/20	
330		Documentation review	1 day	Fri 31/07/20	Fri 31/07/20	
331		Mid point review	1 day	Mon 16/11/20	Mon 16/11/20	
332		Closing review				
333		Final report				
334		Consultation Prep	1 day	Wed 16/09/20	Wed 16/09/20	
335		Consultation booklet	56 days	Mon 01/06/20	Sat 15/08/20	
336		Confirm clinical spokesperson	1 day	Wed 15/07/20	Wed 15/07/20	
337		HOSC review	1 day	Tue 14/07/20	Tue 14/07/20	
338		Web space set up	40 days	Wed 01/07/20	Tue 25/08/20	
339		Door to door mail out	1 day	Mon 05/10/20	Mon 05/10/20	
340		Media briefing	1 day	Mon 05/10/20	Mon 05/10/20	
341		Consultation period start	1 day	Thu 22/10/20	Thu 22/10/20	
342		Scope work required for 'phase 2'/further business case development and consultation.	10 days	Mon 21/09/20	Fri 02/10/20	
343		Agree decision-making process post consultation (for Decision Making Business Case)	1 day	Mon 14/12/20	Mon 14/12/20	
344		Consultation period end	1 day	Thu 17/12/20	Thu 17/12/20	
345		Output report development	12 days	Fri 18/12/20	Sun 03/01/21	
346		Citizens Jury No -2	10 days	Mon 18/01/21	Fri 29/01/21	
347		HOSC Output of Consultation Report	1 day	Tue 12/01/21	Tue 12/01/21	
348		DMBC	16 days	Mon 08/02/21	Mon 01/03/21	
349		DMBC start	15 days	Mon 08/02/21	Fri 26/02/21	
350		DMBC complete	1 day	Mon 01/03/21	Mon 01/03/21	
351		Organisational Boards	21 days	Thu 11/02/21	Thu 11/03/21	
352		ICS Board papers	1 day	Thu 11/02/21	Thu 11/02/21	
353		ICS Board	1 day	Thu 18/02/21	Thu 18/02/21	
354		ICS Execs papers	1 day	Thu 25/02/21	Thu 25/02/21	
355		ICS Execs Meeting	1 day	Thu 04/03/21	Thu 04/03/21	
356		Board papers	1 day	Thu 04/03/21	Thu 04/03/21	
357		GHFT Board/ CCG Governing Body	1 day	Thu 11/03/21	Thu 11/03/21	
358		HOSC DMBC	1 day	Thu 11/02/21	Thu 11/02/21	
359		Implementation start	1 day	Fri 12/03/21	Fri 12/03/21	