Townlands Hospital Redevelopment Project

Report to Full Council (Tuesday, December 17th, 2013)

Date: December 17th 2013

Author: Cllr Ian Reissmann: Chair TSG

1. Status

The TSG subgroup have had phone calls with Harold Caldwell (HC), and arranged to meet on 17 December at 9:30. Harold Caldwell met with the TSG subgroup (Ian Reissmann (IR), Dave Smewing (DS), Peter Ashby (PA), Barry Wood (BW), Stefan Gawrysiak (SG)) and presented a project plan with dates and explained the items in the plan, the work involved and the relationship between them. The main work streams divide as follows:

- Technical
- Commercial
- Legal
- NHS PS procedures

The technical issues will be complete by end of January as per the draft programme.

These include

- planning changes: these are non-material changes so merely need SODC officer consent rather than a change to the application itself.
- Access issues with other stakeholders
- Ensuring continuity of existing clinical services

Commercial issues primarily concern ensuring the project remains within the affordability cap. This cap is now in control of the OCCG (Oxfordshire Clinical Commissioning Group i.e. GPs and Clinicians). A recent check ensured the project was still affordable. There will be a final check before commercial close. The financial model can be (and has been) subject to change and is now at Version 6. This is carried out in conjunction with Deloittes/PWC who have been working in this role for several years.

It was agreed that delays increase the risk of the affordability cap being breached and the project becoming unaffordable in its current form. Harold Caldwell assured TSG members that the risk of the affordability cap being breached when reviewed for the last time at the end of January was amber (using a RAG approach) when considering factors within the control of the project.

Harold Caldwell explained that both technical and commercial workstreams are planned to complete by the end of January. At this point the capital group would be able to make the final affordability check and papers could be prepared for the board meeting in order to achieve approval. Board meetings are scheduled for 16th Jan and 13th March. The draft programme is to have final papers submitted for approval by the board at their March meeting. There would then be a short period in which all the signatories would draw up the final documents ready for signature which would take place after two weeks.
Harold Caldwell was asked if the commercial and financial dates could be brought forward. He undertook to look at this.

Other risks identified

- delays leading to increased costs
- moratorium on contract signoffs within 12 months of a general election (this happened in 2009) but outside the control of the project
- Continuity of key personnel : i.e. Harold Caldwell contract expiring and leaving the project before completion
- OCC agreement on Access during implementation: the only material outstanding issue with a sub tenant

It was agreed that

- NHS PS to call a stakeholders meeting in January to ensure all involved had the opportunity to understand and commit to their remaining responsibility before sign off.
- TSG sub group members to be invited to Stakeholders meeting
- TSG sub group to meet with HC immediately before or after the stakholder meeting
- If the Stakeholders meeting can't take place by the 15 Jan, Harold Caldwell to meet with TSG sub group members on Jan 6th at 8:30 in Henley. This will include presentation of more detailed plans in print form including risk assessment.
- Harold Caldwell to invite Project Director Riana Relihan and James Wakeham to present to the TSG meeting on January 15th.
- NHS PS communication to work with TSG over the next week on announcements/press releases.
- Ian Reissmann to call James Wakeham to cover some of the issues raised.
- NHS PS to work with residents who would be directly affect by the construction phase.

When asked about the whether the plan has presented was deliverable, Harold Caldwell maintained that the plan is deliverable and affordable but that unforeseen problems could arise.

A number of lower level issues which had been left unresolved over the last few months. These include War memorial, Art, Materials/Finish, Mount View roundabout, Public meeting room (Maurice Tate) and consideration of additional services (Mental Health had been raised at the TSG on 22 Nov).

Earlier this month Ian Reissmann had a long phone call with James Wakeham who is the lead on the project for NHS PS. Harold Caldwell reports to him. He was clear about his personal commitment to the project and he would be monitoring it closely to ensure it was successful.

2. Harold Caldwell

TSG member asked for Harold Caldwell's record of NHS project. Successfully completed projects include:

- NHS Procure21 (Aylesbury Mental Health facility)
- Oxford LIFT (East Oxford Health Centre)
- NHS PFI Secure Unit (Oxford Mental Health Facility)

TSG members felt this was encouraging and increased the need to ensure continuity of Harold Caldwell's role in the project up to and including sign off.

3. Summary

- The plan as presented by Harold Caldwell gives credibility to verbal assurances that NHS PS is committed to the project
- The project is being actively developed with a clear target date for sign off.
- Engagement with the community is established and will continue through the TSG and other avenues
- Risks and uncertainties remain and there remains the need for continued scrutiny, monitoring and support from the community.