

Date of meeting – Wednesday 29 May 2019 at 1600 hrs

Venue – Archirondel Room, 1st Floor, Broad Street, St Helier

1. Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture

Sen John le Fondre - JLF - Chief Minister

Dep Hugh Raymond - HR – Ass. Minister for Health and Community Services - Deputy, Trinity

Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2

Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements

Con Philip le Sueur - PLS - Constable of Trinity

Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen

Dep Rowland Huelin - RH - Deputy, St Peter

Charlie Parker - CP - Chief Executive & Head of the Public Service

Caroline Landon - CL - Director General, Health and Community Services

John Rogers - JR - Director General, Growth, housing and Environment

Andy Scate - AS - Group Director, Regulation

Maria Benbow - Group Director, Commercial Services

Mike Thomas - Director, Risk and Audit

Richard Bannister - RB - Interim Project Director

██████████ - Office of the Chief Executive

Stephen Hardwick - SH - Director of Communications

Steve Mair - SM - Group Director, Performance Accounting and Reporting

Steve Skelton - SS - Director, Strategy and Innovation

In Attendance:

Apologies:

2. Notes of Meeting

Minute 001	Opening, agreed principles and responsibilities	Action Person/Date
	<p>LF – Opened the meeting and welcomed all those in attendance. LF explained that the purpose of the meeting was to discuss the Chief Minister’s ‘report to the States Assembly on the new hospital next steps’ and to reach a consensus on how the political oversight group (POG) should lead the project going forward.</p> <p>LF outlined the principles as set out in the report:</p> <ul style="list-style-type: none"> • Establish the agreed clinical requirements of the new hospital – a health brief • Use the outcome of this to scope the size and shape of a new hospital to inform the shortlisting of potential locations • A thorough process of island and stakeholder communication and engagement on those locations, alongside technical and financial assessments of deliverability, in order to identify a preferred site for the Government and States Assembly to consider and approve. 	

CP – Explained that the project will be broken down into two phases:

- Development of the care model and brief for what the hospital should include, along with a full business case, during which CL will act as the Senior Responsible Officer (SRO)
- A construction phase, at which the SRO arrangements will be reviewed

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

LF explained governance and engagement structures:

- Political Oversight Group – to provide political oversight
- Senior Officers Group – to direct and manage operational issues
- Client Group – to develop the health brief
- Delivery Group(s) – to focus on legal, procurement and delivery matters
- Community Panel or Citizen’s Juries – to engage stakeholders, manage perceptions and build consensus.

LF proposed lead areas of responsibility for POG members, which were agreed:

- Political oversight of communications - LF and HR
- Day-to-day political coordinator and spokesman – HR with JLF and LF to support with liaison with Scrutiny and Assembly members
- Clinical model – RR and HR
- Site scoping and selection – KL, PLS and HR
- Finances – LA and JLF
- Community engagement – RH
- Construction – KL, PLS and HR

LF and HR offered to be available to attend officer meetings as well as POG meetings as required.

CP – Explained that POG members would be supported by officers and proposed to bring a summary of governance structures, terms of reference and responsibilities to be considered at the next POG meeting.



CP – Noted that Citizens’ Panels can be very resource intensive and that a pragmatic level of engagement should be sought. JLF agreed and asked that a proposal that detailed the areas of engagement be brought back to this group for the next meeting.

RH/SH

Health Brief

CL – Outlined some of the emerging findings from a number of performance reviews associated with the delivery of hospital services and proposed that significant efficiencies could be made through modern ways of working, including using technology to support the delivery of care. She proposed that a preventive model of health and care delivery for Jersey should be at the cornerstone of Jersey’s health economy, which could avoid the need for many Islanders to attend hospital and result in more effective and efficient care for Islanders more locally.

[Redacted text block]

HR/RR/CL/SH

Project Team

CP – Explained that appropriate specialist skills will be needed to support the project:

- RB will act as Interim Project Director until a suitable permanent candidate can be appointed, although this is unlikely before 2020.
- A respected Clinical Lead to support clinical engagement (hospital and community clinicians) during the health brief phase to work alongside CL and the Group Medical Director, Health and Community Services.
- Clinical design team to consider matters such as adjacencies of clinical services and demand and conversion modelling.
- [Redacted text]
- Procurement specialist – MB outlined a potential secondment arrangement with the UK Cabinet Office that was being considered.
- Financial and economic appraisal advice – support to develop a robust business case based on UK Treasury Green Book methodology.
- Communications and Engagement Lead.

RB/CL

LF – Asked that a summary of roles and projected costs be presented to POG members for consideration.

CP – Asked that the outline business case developed for the Future Hospital Project be circulated to POG members. It was agreed that much of the business case and existing supporting document should be used, where appropriate, to develop the business case for Our Hospital Project.

■

SM

JR – Proposed to provide a briefing on the UK Treasury Green Book methodology to POG members.

Key risks and interdependencies

A number of key risks and interdependencies were noted by POG:

	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <p>Other matters</p> <p>LF – Requested a plan of key deliverables and milestones for the initiation stage of the project to be prepared and discussed at the next meeting.</p>	RB
--	--	-----------

3. Date of Next Meeting

Minute 002	It was proposed to hold POG meetings at least monthly, with the next meeting to be scheduled in around 3 weeks' time.	Action Person/Date
------------	---	--------------------

--	--	--

4. Health and care - service modelling, technology & planning

Minute 005	<p>CL - Explained that the work to develop the care model and clinical requirements was under way. [REDACTED]</p> <p>[REDACTED] CL undertook to return to POG in September with a paper that outlines the way forward.</p> <p>CL noted that agreeing the care model will enable the project to progress at pace.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>RH - Asked SH to consider how the project communicates with Islanders are this point and keeps them informed that progress is being made.</p>	Action Person/Date CL
---------------	---	---------------------------------

5. Public interest test and factors to be considered

Minute 006	<p>AS – Explained the factors that need to be considered as part of the public interest test alongside more traditional planning considerations. The noted that these can be taken into account as part of the Island Plan development:</p> <ul style="list-style-type: none"> • Meets clinical needs • Site assessment process • Deliverability and consequences of delay • Assessment of health and local impacts (including demolition and construction) • Demonstrates community involvements • Weighing of benefit and harm <p>He noted that traditional planning processes are in place as a ‘public interest test’ to favour the majority of Islanders and not the minority, and emphasised the importance of how this is communicated as part of the hospital narrative.</p> <p>AS asked POG members to note the risk of delay if there is significant debate over any proposed site. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>RR expressed concerns that mental health facilities were not included in the briefing document. AS agreed to make an amendment to the draft document.</p> <p>AS agreed to produce a sequence of events with respect to planning and the public interest test to that the POG can consider how it can support well-timed dissemination of information.</p>	Action Person/Date AS AS
---------------	---	---

6. Communication & engagement approach

Minute 007	SH – Referenced his paper that had been shared in advance with the designated POG members. [REDACTED]	Action Person/Date
---------------	---	-----------------------

Date of meeting – Wednesday 24 July 2019 at 0930 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture

Dep Hugh Raymond - HR – Ass. Minister for Health and Community Services - Deputy, Trinity

Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2

Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements

Con Philip le Sueur - PLS - Constable of Trinity

Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen

Dep Rowland Huelin - RH - Deputy, St Peter

Con Christopher Taylor – CT – Constable of St John (deputising for JLF)

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service

Caroline Landon - CL - Director General, Health and Community Services

Mike Thomas - Director, Risk and Audit

Richard Bannister - RB - Interim Project Director (by telephone)

Richard Bell – RBe – Treasurer of the States

██████████ Office of the Chief Executive

Stephen Hardwick - SH - Director of Communications

Apologies: Sen John le Fondre - JLF - Chief Minister, John Rogers - JR - Director General, Growth, housing and Environment, Andy Scate - AS - Group Director, Regulation, Steve Mair - SM - Group Director, Performance Accounting and Reporting

1. Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 013	The minutes of the CSB meeting held on Friday 21 June 2019, having been previously circulated were approved. The rolling action log was discussed and updated.	Action Person/Date
------------	---	--------------------

2. Project Workstreams

Minute 014	2.1 – Project Management and Governance RB – Outlined the precedence diagram described at the last POG meeting has now been transposed to a Gantt chart for the programme. The Gantt chart illustrates four hold points, for assurance that the project remains viable and is able to meet its objectives. This is in accordance with PRINCE2 methodology. RB asked POG whether it considered that the SOSG/POG could provide the necessary assurance, or whether external assurance should be utilised at these points, especially where technical expertise is necessary, such as cost planning and contracts. RB referred to the example of Concerto, which was used for the Future Hospital Project.	Action Person/Date
------------	---	--------------------

RB also noted that in order to achieve the timeline set out in the Chief Minister's report, project tasks would often need to be run concurrently. This would mean that, at times, final deliverables and perfect information would not always be available before moving onto the next project steps. Sufficient evidence would, however, be available at these points to make informed decisions. Any delays due to seeking external assurance may mean that the overall timeline could be compromised. POG noted this situation and agreed to be guided by the advice of RB. [REDACTED]

RB

[REDACTED]

[REDACTED]

[REDACTED] POG agreed that Scrutiny would have the prerogative to appoint its own advisers, but that the matter could be discussed with the Panel.

All POG

2.2 – Communication and Engagement

2.2.1 – Engagement and the citizen's panel

SH – Outlined his paper on engagement and the citizen's panel. POG agreed that:

- There should be 1 panel
- There should be between 12 and 24 members, drawn from different backgrounds and locations within the Island.
- The selection approach and selection process was appropriate.
- Interviews should not be conducted in public.
- A start of Oct/Nov was reasonable and the panel should meet 4-6 times over a 6-8-week period, including at weekends.
- There should be expert, external, independent facilitation of the panel, and we should seek to procure professional facilitation from Involve.

SH clarified that as Citizen's Panel members will be expected to have no preconceived bias about the hospital project, vocal members of the public and/or lobby groups will not be invited to be part of the panel. They may, however be asked to present to the panel or contribute to the questions that will be asked of the panel. It was agreed that RH will manage these relationships in the first instance. It was also agreed that any members of the public/stakeholders that may be able to offer technical knowledge or expertise would be directed to RB.

POG asked SH to establish a rough costing for engaging [REDACTED] and draft a terms of reference for the panel for SOSG/POG to review.

SH

2.2.2 – Engaging with Scrutiny

HR – Explained that the Chief Minister's Private Secretary had been in contact with Scrutiny to clarify which Panel would review different aspects of the project. It was agreed that the Future Hospital Review Panel would scrutinise the hospital project planning and delivery, the Health and Social Security Scrutiny Panel would look into the health model development and delivery, and the Environment, Housing and Infrastructure Panel on infrastructure matters.

	<p>2.7 – Procurement and supplier management</p> <p>RB – Informed POG that the tender process for the project PMO was now under way. RB asked that if POG members or officers receive any enquiries from potential suppliers to the project, these should be directed to RB to deal with appropriately, which will maintain the integrity and transparency of the tender process.</p> <p>2.8 – Project office and finance management</p> <p>RBe – Summarised the budget guidance paper for costs associated with the project, which details the budget responsibilities and process to be followed for drawing down funds and accounting for project support roles.</p>	
--	---	--

3. Date of Next Meeting

Minute 015	<p>The next Our hospital Project Political Oversight Group meeting will be held on Wednesday 28 August 2019, 1115 hrs.</p> <p>Venue for this meeting – to be confirmed</p>	Action Person/Date
------------	--	--------------------

Date of meeting – Wednesday 28 August 2019 at 0910 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Dep Hugh Raymond - HR – Ass. Minister for Health and Community Services - Deputy, Trinity (Deputy Chair)

Sen John le Fondre - JLF - Chief Minister

Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2

Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements

Con Philip le Sueur - PLS - Constable of Trinity

Con Christopher Taylor – CT – Constable of St John

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service

Caroline Landon - CL - Director General, Health and Community Services

John Rogers - JR - Director General, Growth, housing and Environment

Andy Scate - AS - Group Director, Regulation

Mike Thomas - Director, Risk and Audit

Richard Bannister - RB - Interim Project Director (by telephone)

Richard Bell – RBe – Treasurer of the States

██████████ - Office of the Chief Executive

Stephen Hardwick - SH - Director of Communications

Steve Mair - SM - Group Director, Performance Accounting and Reporting

Apologies: Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture, Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen. Dep Rowland Huelin - RH - Deputy, St Peter

1. Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 016	<p>The minutes of the POG meeting held on Wednesday 24 July 2019, having been previously circulated were approved.</p> <p>The rolling action log was discussed and updated.</p> <p>A discussion took place about communications. POG noted that interviews for a Communications and Engagement Lead for the project would be held week commencing 02 September.</p>	Action Person/Date
------------	---	--------------------

2. Project Workstreams

Minute 017	<p>2.1 – Project Management and Governance</p> <p>RB – Provided an update on the proposed hold points to POG:</p> <ul style="list-style-type: none"> • HP1 Project Brief - agree the brief we are giving the Health Planner targeted pre-Christmas 2019 • HP2 Delivery Partner Contract - agree the SOC and appointment of the Delivery Partner targeted January 2020 • HP3 Site Selection - confirmation of the preferred site targeted September 2020 	Action Person/Date
------------	---	--------------------

- HP4 Funding Approval - approval of the Outline Business Case and Planning submission targeted March 2021

[REDACTED]

[REDACTED] POG considered that this could be achievable given suitable engagement and planning with scrutiny and support from an external assurance partner.

2.2.1 – Communication and Engagement

HR – Noted that a letter had been sent from LF to the Future Hospital Review Panel requesting a private briefing, but a date had not yet been set. HR asked [REDACTED] to follow up with the scrutiny officer.

■

2.2.2 – Touch points with the States Assembly

POG discussed the briefing paper that identifies the Future Hospital Project touch points with the States Assembly. POG discussed being proactive with providing information to scrutiny and noted that if a Communications and Engagement Lead is appointed in September, there will be more capacity to design and deliver a programme of communications that will keep scrutiny, the Assembly and the public updated and engaged, especially at key points in the project. POG noted the points at which propositions on behalf of the Future Hospital Project were lodged for approval by the Assembly and agreed that a proposition in the States Assembly for approval of the funding plan would be necessary.

2.3.1 – Update on development of care model

CL – Provide a progress update on the development of the Jersey Care Model. She explained that a significant programme of engagement was taking place with clinical and professional groups including HCS staff, partners such as Jersey Hospice and FNHC, primary care partners such as general practice, pharmacy and optometry, and various voluntary and community sector groups. POG agreed that following the necessary approvals and engagement with scrutiny, the Care Model should be presented to States Members during a private briefing in October.

CL

[REDACTED]

[REDACTED]

3. Date of Next Meeting

Minute 018	The next Our Hospital Project Political Oversight Group meeting will be held on Thursday 03 October 2019, 0930 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
---------------	--	-----------------------

Date of meeting – Thursday 03 October 2019 at 0930 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
 Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2
 Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter
 Con Christopher Taylor – CT – Constable of St John

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 Caroline Landon - CL - Director General, Health and Community Services
 Ashok Handa – Clinical Director, Our Hospital Project
 Mike Thomas - Director, Risk and Audit
 Richard Bannister - RB - Interim Project Director
 [REDACTED] - Office of the Chief Executive
 Stephen Hardwick - SH - Director of Communications
 Steve Mair - SM - Group Director, Performance Accounting and Reporting
 [REDACTED] Economic Development, Tourism, Sport and Culture
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project – Items 2.2-2.3
 Robert Sainsbury – Group Managing Director, Health and Community Services – Item 2.3
 John McInerney – Group Medical Director, Health and Community Services – Item 2.3
 Rose Naylor – Chief Nurse - Health and Community Services – Item 2.3
 Stephen Bull – Head of Digital Delivery - Health and Community Services – Item 2.3

Apologies: Sen John le Fondre - JLF - Chief Minister, Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements

1. Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute		Action Person/Date
019	The minutes of the POG meeting held on Wednesday 28 August 2019, having been previously circulated were approved. The rolling action log was discussed and updated.	

2. Project Workstreams

Minute		Action Person/Date
020	2.1 – Project Management and Governance 2.1.1 Review of risk register and mitigating actions MT – [REDACTED] [REDACTED] [REDACTED]. POG discussed the risk register and	

approved its contents. MT noted that whilst the risks included in the register were valid risks, some of the assessments of likelihood and impact as well as mitigating actions needed to be reviewed. RR asked officers to provide advice on mitigating actions for the risks identified ahead of POG meetings so that POG could consider whether these actions were reasonable and proportionate.

All POG/MT

[REDACTED]

2.2.1 –Engagement with interest groups

RH – Led a discussion about engaging with interest groups. He noted that although interdependent, the Our Hospital project and the Jersey Care Model are different initiatives and the proposed communications messages are different. SH emphasised that the two communications campaigns should be kept separate so as not to blur the lines between the two programmes of work. He advised POG that the care model was likely to be more successful when led and communicated by clinical and professional groups rather than politicians, whereas the Our Hospital project needed a greater degree of political oversight and leadership. For the Jersey Care Model, a wide array of communications routes would be used, such as briefings for States Members and parish roadshows, similar to those currently being held to communicate the Government Plan. Following a discussion, POG agreed that no special arrangements for briefing any interest groups, as they would have the opportunity to participate in public communications events. It was noted that the individuals involved in these groups would also not be suited to being part of the citizen’s panel as this is designed to be made up of individuals with no preconceived bias towards the hospital project. POG agreed on the approach to encourage more Islanders to be advocates for the project to counter some of the more dissenting voices. POG asked CW to work with HCS to prepare key messages that are aligned and that POG members are appropriately briefed on these key messages.

CW/CL

2.2.2 – Terms of Reference for Citizen’s Panel

CW – Outlined the terms of reference and selection process for the Citizen’s Panel. POG approved the terms of reference for the Citizen’s Panel.

[REDACTED]

[REDACTED]. This would allow for economies of scale in the overall procurement exercise. CW asked POG to note that the partner would likely not be in place for the selection of Citizens Panel members but would be for the facilitation of Citizen’s Panel sessions. He proposed to have an independent member selection panel for the Citizen’s Panel; [REDACTED]

[REDACTED]

POG approved the selection process for the Citizens Panel.

SH/CL

CT – [REDACTED]

[REDACTED]

2.3.1 – Final care model design

RR – Introduced the Jersey Care Model, which was presented by CL JM, RS and RN. CL explained that the model builds on the principles of P.82/2012 and provides a roadmap for implementation. It is based on the core principles of better person-centred care based upon prevention and early intervention, with more care at home and in the community when it is needed. CL outlined that HCS has undertaken extensive staff and stakeholder engagement as well as communications with key partners, and that these partners that have been very supportive of the initiative. [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

2.3.2 – Update and introduction to Ashok Handa

AH – Introduced himself and expressed that he was delighted to have taken up the post as Clinical Director for the Our Hospital project. He added that clinical engagement had been positive thus far and that he was enthusiastic to contribute to a new hospital that could be an outstanding care facility for Islanders and a flagship for Jersey internationally. POG welcomed AH to the Our Hospital project team.

2.4 – Team Assembly

2.5 – Procurement and Supplier Management

RB – Provided an update on team assembly and supplier management to POG. [REDACTED]

[REDACTED]

[REDACTED] Notwithstanding, the final tender panel for the project PMO is due to take place on 10 October and the health planner procurement process is currently live, pending return of tenders from potential partners. Partners in these areas, once appointed, will provide a significant resource boost to the project. CP said he had been alerted to these issues and has asked officers to consider how to accelerate the procurement of suppliers for the project.

	<p>2.6 – Project Office and Finance Management</p> <p>SM – Provided a financial update for the project and explained that spending is currently within budget and is expected to be within forecast limits at year end.</p> <p>Any Other Business</p> <p>RB – [REDACTED]</p> <p>POG asked AH to develop a consideration of the patient and clinical needs criterion, that could be discussed with POG on 31 October.</p> <p>POG asked RB to schedule a separate session for POG members to discuss how the identification and site selection process could work in practice.</p> <p>LF – Asked POG to note that he had written to the Minister for Environment to request further guidance on:</p> <ul style="list-style-type: none"> the process the Minister would expect to see applied and followed, from a planning perspective, in the site search process the issues which the Minister would expect to be covered by the project team when putting together their development proposals/planning application <p>LF explained that he would be expecting a response in due course.</p>	<p>CL/AH</p> <p>RB</p>
--	---	--------------------------------------

3. Date of Next Meeting

Minute 021	The next Our Hospital Project Political Oversight Group meeting will be held on Thursday 31 October 2019, 0930 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
------------	--	--------------------

Date of meeting – Thursday 31 October 2019 at 0930 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
 Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
 Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2
 Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 John Rogers – JR – Director General, Growth, Housing and Environment
 Rob Sainsbury – RS – Group Managing Director, Health and Community Services
 Ashok Handa – Clinical Director, Our Hospital Project
 Mike Thomas - Director, Risk and Audit
 Richard Bannister - RB - Interim Project Director
 [REDACTED] Office of the Chief Executive
 Stephen Hardwick - SH - Director of Communications
 Steve Mair - SM - Group Director, Performance Accounting and Reporting
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project

Apologies: Sen John le Fondre - JLF - Chief Minister

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute		Action Person/Date
022	The minutes of the POG meeting held on Thursday 03 October 2019, having been previously circulated were approved. The rolling action log was discussed and updated.	

1. Project Workstreams

Minute		Action Person/Date
023	<p>2.1 – Project Management and Governance</p> <p>2.1.1 Review of key risks</p> <p>MT – [REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] 	

assurance to POG that these matters are being managed appropriately.

2.2.1 Final process and communication and engagement plan for Citizen's Panel

CW – Outlined that part of the proposed site selection approach will be to apply a set of criteria to a list of potential sites, to determine the most suitable location for a hospital. The criteria will include clinical needs, socio-economic impact and traditional planning matters. CW proposed that the Citizen's Panel are asked to validate the draft criteria. They will not be asked to select a hospital site.

CW outlined the appointment process for the Citizen's Panel, which had previously been agreed by POG. This included an independent and impartial individual to Chair the Citizen's Panel selection process, alongside the Our Hospital Project Communications and Engagement Lead and support from Human Resourcing. CW noted that a list of potential candidates had been considered by the members of POG with responsibility for communication and engagement, and that former Senator Francis Le Gresley had been identified as an ideal candidate. POG were in agreement about the suitability of the proposed candidate. CP asked CW to develop the Terms of Reference for the selection panel Chair so that the roles and responsibilities for each stage of the process were clear.

CW added that the Citizen's Panel will be provided with information about how they will be expected to work and what information they will be expected to consider, and that the sessions themselves would be supported by an external, independent facilitation partner.

CW noted that in addition, a process to communicate the responsibilities of the Citizen's Panel and the recruitment process with Scrutiny, States Members and the public would be developed.

CW

2.2.2 Engaging with Scrutiny

POG members considered the communication and engagement with the Scrutiny process to date and resolved that it would be useful to clarify the Terms of Reference of different Scrutiny Panels with reference to the Our Hospital Project. LF agreed to write a letter to the Chair of the Future Hospital Review Panel to reiterate to the Panel that the POG wish to engage with and work proactively with Scrutiny and to clarify the Terms of Reference. RR also proposed to write to the Chair of the Health and Social Security Scrutiny Panel to clarify their role in scrutinising the Jersey Care Model.

POG asked to produce a progress update that can be shared with Scrutiny ahead of the scheduled private briefing with POG on 20 November.

LF/RR



2.3.1 Clinical and patient needs criteria as a basis for site selection

AH – Reported that a first draft had been produced of the clinical and patient needs criteria as a basis for site selection, and that a final paper would be brought to POG on 02 December.

CL/AH

2.4.1 Site selection sequential test – update

RB – [REDACTED]

[REDACTED]

2.5.1 Update on team assembly

RB – Updated POG on the current position with respect to the recruitment to key Project Team positions. He noted that the secondment opportunities that had been communicated internally were due to close on 04 November and that it was anticipated that appointments would be made following a recruitment and interview process. [REDACTED]

[REDACTED]

2.6.1 Update on procurement and supplier management

RB – Provided a summary of the current position on procurement elements issues. He noted that a preferred supplier for [REDACTED] had been identified, and would be appointed imminently subject to due diligence and financial checks.

RB reported that tender documents for the Delivery Partner were in development and that the tender process was anticipated to start before the end of 2019. RB outlined discussions that have taken place with several parties that had expressed an interest in the Delivery Partner opportunity, which included British, French and Spanish companies.

[REDACTED]

CP – Observed that the pace of the project will gather following the recruitment or procurement of key advisors and team members. He noted that the volume of information that POG will be asked to consider will also grow, and that the sub-groups of POG will become important to undertake detailed reviews and give the wider group assurance about the direction of travel.

2.7.1 Financial summary

SM – Provided POG with an update of the current financial position and noted that the forecast for 2019 was within the budget envelope for the year. He added that the detailed financial position was set out in the POG papers.

2.7.2 [REDACTED] funding options and impact on project

SM – Reported that work has been undertaken to begin to explore possible options for the financing of the Our Hospital Project. [REDACTED]

[REDACTED] POG would be updated as necessary.

2. Date of Next Meeting

Minute 023	The next meeting will be held on Monday 02 December 2019, 1500 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
---------------	--	-----------------------

Political Oversight Group Minutes of meeting

Date of meeting – Monday 16 December 2019 at 0930 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Sen John Le Fondre - JLF - Chief Minister
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
 Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
 Dep Kevin Lewis - KL – Minister for Infrastructure - Deputy, St Saviour No 2

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 John Rogers – JR – Director General, Growth, Housing and Environment
 Caroline Landon – CL – Director General, Health and Community Services
 Mike Thomas - Director, Risk and Audit
 [REDACTED] Office of the Chief Executive
 Stephen Hardwick - SH - Director of Communications
 Steve Mair - SM - Group Director, Performance Accounting and Reporting
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project

Apologies:

Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter
 Richard Bannister - RB - Interim Project Director

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 024	<p>This meeting was rescheduled from 02 December, due to the continuation of the States Assembly debate concerning the Government Plan.</p> <p>The minutes of the POG meeting held on Thursday 31 October 2019, having been previously circulated were approved.</p> <p>The rolling action log was discussed and updated.</p>	Action Person/Date
------------	---	--------------------

1. Project Workstreams

Minute 025	<p>2.1 – Review of key risks</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] 	Action Person/Date
------------	--	--------------------

- [REDACTED]
- [REDACTED]
- [REDACTED]

LF – Provided an update to POG regarding the discussions with Scrutiny on 20 November, including the intention to engage in a constructive dialogue, and provide timely information from POG to Scrutiny moving forward.

2.2 Communications and engagement plan

CW – Outlined the communications and engagement plan for the planning phase of the Our Hospital Project, including intended messaging, audiences and routes of communication. CW noted that communications would be needed on at least two levels – a general narrative about project progress for most stakeholders, and detailed information on impacts for residents who reside near potential hospital sites.

CW outlined three areas for the next phase of communication:

- Team assembly news and progress reports
- Site selection process and progress reports
- Preferred site news and progress reports

[REDACTED]

[REDACTED]

JLF

POG members provided some feedback about the stakeholder groups that were identified in and/or omitted from the list of key stakeholders outlined in the communications and engagement plan. CW noted that the lists of stakeholders were indicative and not exclusive, and that he would amend the communication’s and engagement plan to reflect this.

CW

POG members approved the communications and engagement plan.

2.3 Citizen’s Panel members – publication of identities

CW – Provided an update on progress with respect to the appointment of the Citizen’s Panel. CW noted that the Chair of the selection panel, Francis Le Gresley has worked through a list of anonymised applications to sift those that did not meet the agreed criteria for membership of the panel, especially around impartiality. CW noted that the selection panel had taken into account the advice of Scrutiny, and that following an initial short-listing, the final selection of the Citizen’s Panel would be undertaken through random appointment

using a proportionate stratification process. Advice on this process has been sought from the Head Statistician of Statistics Jersey. POG approved the suitability of this approach to selecting the Citizen's Panel.

POG discussed publishing identities of the Citizen's Panel and noted the risk of political influence or pressure on Panel members if they are identified. Conversely, they also recognised the need for transparency in the Citizens Panel process.

POG proposed that the Chair of the selection panel brief Scrutiny in private on the process for selection, to reassure them of the integrity of the process, and the proportionate demographic diversity of the panel, if requested. However, it was decided that public communication of the Citizen's Panel identities would be a matter for the Panel to deliberate themselves at their first meeting.

SH/CW

2.4 Procurement of Development and Delivery Partner

MB – Provided an update on the procurement of the Development and Delivery Partner. She noted that pre-market engagement had been ongoing for some weeks and that there have been discussions with a number of credible suppliers. MB noted that the prior information notice, which informs potential suppliers of an intention to tender, was published on the Open Journal of the European Union (OJEU) to reach suppliers across Europe. She added that work has also been conducted with key European consulates and contacts in Jersey to disseminate the opportunity to potential suppliers. MB outlined that the pre-qualification questionnaires as part of the procurement process are due to be returned before Christmas and the core tender process/negotiations would commence in early January 2020, with a view to appointing a partner in April.

2.5 Financial summary

SM – Updated POG on the current financial position and noted that the project was within budget for 2019. He also noted that the second tranche of funding (£0.5m) had been signed off by the Treasury Minister. SM informed POG that a review of cashflow and budgets would be undertaken in early 2020, which will be discussed with POG. CP asked POG to note that following this review there may be options to run project activities concurrently or sequentially, and that these options may have an effect on time or cost. CP noted that POG will be asked to consider these matters in early 2020.

2.6 Guidance from Minister for Environment – update

AS – [REDACTED]

AS

2.7 Approach to communicating sites when descoped

This item was deferred to POG meeting in February 2020.

2.8 Touch points with the States Assembly

■ – Asked POG to consider the possible options for touch points with the States Assembly following discussions about financing the

	<p>Government capital programme as a whole to achieve economies of scale, as opposed to financing individual projects.</p> <p>[REDACTED]</p> <p>RR – Outlined an intention to engage with the States Assembly about the Jersey Care Model.</p> <p>[REDACTED]</p> <p>LF left the meeting due to other commitments and the Chair was transferred to HR.</p> <p>2.9 Scrutiny meeting 20 November</p> <p>Covered under 2.1</p> <p>2.10 – AOB</p> <p>CW – Informed POG that a media release regarding the call for sites was due to be released. POG asked that the window for Islanders to propose new sites be extended [REDACTED] outlined the concept of the sequential test for site selection that had previously been discussed by POG. POG approved the call for sites and the concept of the sequential test and noted that the media release would be published around 17 December 2019.</p>	<p>RB</p>
--	---	-----------

2. Date of Next Meeting

Minute 026	The next meeting will be held on Friday 07 February 2020, 1000 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
------------	--	--------------------

Political Oversight Group Minutes of meeting



Date of meeting – Friday 14 February at 1300 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Sen John Le Fondre - JLF - Chief Minister
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
 Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
 Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter
 Dep Kevin Lewis – KL – Minister for Infrastructure – Deputy, St Saviour No2

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 Richard Bannister - RB - Interim Project Director
 John Rogers – JR – Director General, Growth, Housing and Environment
 Caroline Landon – CL – Director General, Health and Community Services
 Ashok Handa – AH – Clinical Director
 Mike Thomas – MT - Director, Risk and Audit
 [REDACTED] - Office of the Chief Executive
 Stephen Hardwick - SH - Director of Communications
 Steve Mair - SM - Group Director, Performance Accounting and Reporting
 Andrew Scate – AS – Group Director, Regulation Growth, Housing and Environment
 Maria Benbow – MB – Group Director Commercial Services
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project
 [REDACTED] – Governance Support Officer, Our Hospital Project

Apologies:

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 027	The minutes of the POG meeting held on Monday 16 December 2019, having been previously circulated were approved. The rolling action log was discussed and updated.	Action Person/Date
------------	---	--------------------

1. Project Workstreams

Minute 028	2.1 – Project plan Following the workshop with POG on 07 February, during which the project timeline was discussed RB – [REDACTED] [REDACTED] [REDACTED]	Action Person/Date
------------	---	--------------------

2.4 Political engagement plan and draft programme of work with Scrutiny

CW – Outlined the proposed political engagement timeline which would provide all States Members with information regarding the hospital project and its proposed timeline. Consideration was also given to keeping Scrutiny appropriately informed at all key milestones.

After a detailed discussion of how and when to engage States Members, POG members **APPROVED** the engagement timeline:

POG members asked the Chair to liaise with the Our Hospital Scrutiny Panel Chair to discuss how POG could work effectively with Scrutiny

[REDACTED]

LF

2.5 Communications and Citizen's Panel update

CW – Outlined the programme of work for the Citizen's Panel to take place over a two-week period from the end of February:

- Introductory session – agree terms of reference and whether to make panel members identities public
- Information session – including a presentation regarding the Jersey Care Model, a tour of the current hospital and developing the draft criteria discussed in item 2.3
- Criteria setting session – work together to set the criteria to be applied to the long list of sites and submit to the Our Hospital Project Team for the final sequential test questions to be produced
- Final session – review and ratify the final sequential test questions

CW informed the POG members that the full complement of 18 panel members had been selected, with the panel following advice of Statistics Jersey to be representative of the Jersey population. An independent facilitator had been sourced from the UK to facilitate the meetings. A call for submissions from the public would be made to ensure that Islanders had the opportunity to submit information about planning considerations with regard to the site of the new hospital.

[REDACTED]

POG members expressed their appreciation of the work of Mr Francis Le Gresley and **AGREED** that the Chair write to him to thank him for his work in selecting the Citizen's Panel.

2.6 Key risks

MT – Outlined the key risks recorded on the risk register. POG discussed these risks and mitigating actions.

2.7 Clinical Director – progress update

AH – Outlined his key findings from wide stakeholder engagement in his role as Clinical Director, noting that there was now wide recognition with HCS clinicians and professionals that Jersey required a new model of care as well as a new hospital. There was also a good level of engagement from the HCS clinical leadership team in the Our Hospital Project and the Jersey Care Model. Processes and systems were in place to ensure that there was clinical input, appraisal and oversight of developments with the Our Hospital Project. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED] The POG thanked AH for his work behind the scenes in engaging clinicians and professionals.

2.8 Procurement update – Design and Delivery Partner

MB – Provided an update on procurement activities.

With respect to the procurement of a design and delivery partner, negotiations with the three potential design and delivery partners had continued but one had subsequently pulled out of the process as they were unable to meet the contract expectations. The remaining suppliers had engaged in workshops to explore the quality aspects of their bids, notably the project execution plan. [REDACTED]
[REDACTED]

2.9 Financial summary

SM – Informed POG that the Our Hospital Project had operated within its allocated budget for 2019, and the second tranche of funding (£0.5m) had been signed off by the Treasury Minister. A review of current cashflow and budget projections was currently being undertaken and would be discussed with POG on 13 March, the outcome of which would help POG determine where activity could be sped up to bring forward work and timelines necessary to deliver the hospital, which might have an effect on time or cost.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2.10 – AOB

There were no further items of business.

2. Date of Next Meeting

Minute	Action	Person/Date
026	The next meeting will be held on Friday 13 March 2020, 1100 hrs in the Council of Ministers Room, Broad Street Offices.	

Political Oversight Group

Minutes of meeting

Date of meeting – Friday 13 March at 1245 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier

Welcome and Apologies

Present:

Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
 Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
 Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter
 Dep Kevin Lewis – KL – Minister for Infrastructure – Deputy, St Saviour No2

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 Richard Bannister - RB - Interim Project Director
 Caroline Landon – CL – Director General, Health and Community Services
 [REDACTED] Office of the Chief Executive
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project
 Steve Mair - SM - Group Director, Performance Accounting and Reporting

Apologies:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Sen John Le Fondre - JLF - Chief Minister
 John Rogers – JR – Director General, Growth, Housing and Environment
 Ashok Handa – AH – Clinical Director
 Mike Thomas – MT - Director, Risk and Audit
 Andrew Scate – AS – Group Director, Regulation Growth, Housing and Environment
 Maria Benbow – MB – Group Director Commercial Services

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 030	The minutes of the POG meeting held on Friday 14 February 2020, having been previously circulated were approved. The rolling action log was discussed and updated.	Action Person/Date
------------	---	--------------------

1. Project Workstreams

Minute 031	<p>2.1 – Financial Summary</p> <p>SM – Outlined the financial position of the project as at 28 February 2020 and asked POG to note the approval of the second tranche of funding of £0.5m.</p> <p>Following a review of project costs, SM provided an update on the estimated projected costs for 2020. He noted that:</p> <ul style="list-style-type: none"> The supplementary planning guidance which is out for consultation requires detailed information to be provided by the team <p>[REDACTED]</p> <p>[REDACTED]</p>	Action Person/Date
------------	--	--------------------

- [REDACTED]
- The detailed design that accompanies it also allows more time to conclude final requirements for Our Hospital
 - The submission of a detailed planning application will overall be achieved quicker than a two-step approach of including submitting an outline application. This will speed up the construction programme.

[REDACTED]

SM noted that final project costs for 2021 are to be finalised, and that a report reflecting the final 2020 and the 2021/2 forecast procurement costs will be brought forward to be considered by POG after the design and development partner submissions have been evaluated.

POG noted the forecast expenditure for 2020 and approved the preparation of a business case for additional funding from the general reserve, which would be subject to approval by the Minister for Treasury and Resources.

[REDACTED]

SM

2.2 – Planned Maintenance for the Current Hospital Estate

POG discussed the projected maintenance cost for the hospital estate, which was supported by an analysis by the Head of Estates in HCS. POG noted that the estate is coming to a point in its lifecycle where significant investment is needed for backlog and planned maintenance, and replacement of critical equipment. [REDACTED]

[REDACTED]

POG asked for further details on the maintenance costs [REDACTED] to be brought back for review at the POG meeting on 08 April.

CL

2.3 – Communications & Citizen’s Panel Update

CW - Updated the panel on the work of the Citizens’ Panel, which has now completed the first phase of its work. CW reported that the Citizens’ Panel suggested that the 24 criteria the panel has created will be made public, along with the list of the 84 sites, when the site shortlist is announced in early April. He added that an Island-wide leaflet drop will follow in late April, detailing the selection process, the timeline of the project and details of the preferred delivery partner.

POG noted CW’s updated and supported the approach.

	<p>2.4 – Procurement Update – Design and Delivery Partner</p> <p>RB – Provided an update with respect to the Design and Delivery Partner procurement. He noted that final tenders had been received and that they will be evaluated early next week. RB noted that the design and construction sub-group of POG had met and discussed the procurement process, including how initial expressions of interest, visits to health and care facilities, workshops and final tenders have been or will be scored and moderated.</p> <p>PLS - Confirmed that the sub-group had been assured by the project team of the robust and transparent nature of the process. He noted that the sub-group was due to meet again to consider the final moderated scores ahead of the POG meeting on 19 March.</p> <p>2.5 – Key Risks</p> <p>RR joined the meeting.</p> <p>POG reviewed and agreed the key risks that as set out on the risk register.</p> <p>AOB</p> <p>POG discussed the current situation regarding the coronavirus outbreak. POG agreed to meet and be quorate remotely if required.</p>	
--	--	--

2. Date of Next Meeting

Minute 032	The next meeting will be held on Friday 13 March 2020, 1100 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
------------	---	--------------------

Political Oversight Group

Minutes of meeting



Date of meeting – Thursday 19 March at 0930 hrs

Venue – Remote meeting via Teams

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture

Sen John Le Fondré - JLF - Chief Minister

Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity

Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen

Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements

Con Philip le Sueur - PLS - Constable of Trinity

Dep Rowland Huelin - RH - Deputy, St Peter

Dep Kevin Lewis – KL – Minister for Infrastructure – Deputy, St Saviour No2

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service

Richard Bannister - RB - Interim Project Director

██████████ Mace

Caroline Landon – CL – Director General, Health and Community Services

Maria Benbow – MB – Group Director Commercial Services

Steve Mair - SM - Group Director, Performance Accounting and Reporting

Andrew Scate – AS – Group Director, Regulation Growth, Housing and Environment

██████████ - Office of the Chief Executive

██████████ – Governance Support Officer, Our Hospital Project

Apologies:

John Rogers – JR – Director General, Growth, Housing and Environment

Ashok Handa – AH – Clinical Director

Mike Thomas – MT – Director of Risk and Audit, Treasury and Resources

Dirk Danio-Forsythe – DDF – Director of Communications

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 033	<p>It was agreed that the minutes of the POG meeting held on Friday 13 March 2020 would be considered at the next meeting on 8 April 2020.</p> <p>LF – Took a roll call to establish who was present and that the meeting was quorate.</p>	Action Person/Date
------------	--	--------------------

1. Project Workstreams

Minute 034	<p>2.1 – Procurement of Design and Delivery Partner Report</p> <p>██████████ – Outlined the stages of the Design and Delivery Partner procurement process:</p> <ul style="list-style-type: none"> • Soft market engagement exercise to raise supplier awareness of the project: included discussions with potential suppliers in France, Spain and with the Polish Embassy • Publication of the Prior Information Notice to notify European market of our intention to build the new hospital • Project advertised via the Official Journal of the European Union 	Action Person/Date
------------	---	--------------------

	<p>3. The Tender submission phase culminating in a Project Execution Plan (PEP) which was subsequently scored.</p> <p>Bidder three withdrew during the tender process, [REDACTED] [REDACTED] [REDACTED]</p> <p>Both remaining bidders submitted draft PEPs for review by non-scoring members of the project team. Final PEPs were subsequently submitted for scoring.</p> <p>[REDACTED] [REDACTED] [REDACTED]</p> <p>POG discussed the presentation and noted the robust nature of the procurement process.</p> <p>[REDACTED]</p> <p>RBa – Advised that although both remaining bidders had performed well as part of the evaluation process, further due diligence would be prudent given the economic climate due to the coronavirus outbreak. He recommended that detailed financial checks be undertaken to understand the financial and operational resiliency of each bidder to withstand the economic challenges as a result of by the pandemic.</p> <p>POG noted that although a recommended preferred bidder had been identified, due diligence checks would be carried out on both bidders, as if the resilience of the preferred bidder was open to doubt, then this risk might mean that a contract award to this bidder may be imprudent. POG further noted that there were considerations aside from financial issues, such as potential travel restrictions to and from the island, which could impact workforce and supply chains.</p> <p>POG agreed that it was important to undertake further due diligence checks before recommending to COM that the contract be awarded to either bidder and noted that this might have an impact on project timelines.</p> <p>POG APPROVED the Senior Officer’s Steering Group’s recommendation to appoint as Preferred Bidder:</p> <ul style="list-style-type: none"> • the top-scoring bidder should both bidders prove to be equally resilient • the second placed bidder should that bidder prove to be the safer, more resilient option • or pause the tender should both bidders prove to be at risk 	<p>Rba [REDACTED]</p>
--	--	-----------------------

2. Date of Next Meeting

Minute 035	The next meeting will be held on Tuesday 14 April 2020, 1430 hrs in the Council of Ministers Room, Broad Street Offices.	Action Person/Date
------------	--	--------------------

Political Oversight Group

Minutes of meeting

Date of meeting – Tuesday 14 April at 14:30 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier with remote access via Teams

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
 Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
 Sen John Le Fondré - JLF - Chief Minister
 Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
 Con Philip le Sueur - PLS - Constable of Trinity
 Dep Rowland Huelin - RH - Deputy, St Peter
 Dep Kevin Lewis – KL – Minister for Infrastructure – Deputy, St Saviour No2
 Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
 Caroline Landon – CL – Director General, Health and Community Services
 Andrew Scate – AS – Acting Director General, Growth, Housing and Economy
 Dirk Danio-Forsyth – DDR – Head of Communications
 Steve Mair - SM - Group Director, Performance Accounting and Reporting
 Mike Thomas – MT – Director, Risk and Audit
 Richard Bannister - RB - Interim Project Director
 ██████████ Office of the Chief Executive
 Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project
 ██████████ Governance Support, Our Hospital Project

Apologies:

Richard Bell – RBe – Treasurer of the States

Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute 036	It was agreed that the minutes of the POG meeting held on Thursday 19 March 2020 would be considered at the meeting of 18 May 2020. The rolling action log was discussed and updated.	Action Person/Date
------------	--	--------------------

1. Project Workstreams

Minute 037	2.1 Hold Point Report LF- Invited RBa to outline the draft Hold Points 1&2 End of Stage Report (Hold Point Report) including the approvals sought at the meeting. LF noted that the Hold Point Report included seven appendices: <ol style="list-style-type: none"> 1. Report 1: The Design and Delivery Partner Procurement Report (DDP Procurement Report) 2. Report 2: The draft Strategic Outline Business Case (SOC) 3. Report 3: Outline of planning activities ahead of Planning 	Action Person/Date
------------	---	--------------------

Submission

4. Paper A: Review of Jersey Care Model & Development of Hospital Functional Brief
5. Paper B: Planned Maintenance of the Current Hospital Estate
6. Paper C: Citizens' Panel Phase One Report
7. Paper D: Site Selection Process initial findings

RBa- Asked POG to consider the information provided to them with a view to approving the closure of Hold Points 1 and 2. RBa noted that the purpose of the Hold Point Report was to update POG on progress made across all workstreams to date and to outline the plan to move to hold point 3, in order to inform their decision.

RBa asked POG to consider whether they were minded to:

- [REDACTED]
- [REDACTED]

3. Approve and recommend to Council of Ministers, the appointment of the Preferred Bidder then Delivery Partner through to Planning consent (deferred)
4. Approve the Strategic Outline Business Case (deferred)
5. Approve the approach to Planning Application (deferred)
6. Approve the closing of Hold Points 1 and 2 and proceeding to Hold Point 3 (delayed)
7. To note Papers A, B, C and D (noted)

Team Assembly

RBa- Outlined the procurement process and scoring for the potential Design and Delivery Partner as set out in detail in the DDP Procurement Report which was Appendix 1 of the Hold Point Report. RBa noted that following the POG request on 19 March, additional due diligence was being conducted on the financial and supply chain resilience of the potential Design and Delivery Partners as a result of the Covid-19 crisis. RBa noted that this would mean a small delay in the appointment of the Design and Delivery Partner appointment, but that the overall project timetable to be maintained in accordance with Chief Minister's mandate. [REDACTED]

[REDACTED]

POG confirmed their agreement of 19 March 2020, that subject to due diligence checks and a review of the impact of the Covid-19 crisis on the project timeline, they were minded to recommend to COM to:

- Appoint as Preferred Bidder: the top-scoring bidder should both bidders prove to be equally resilient
- The second placed bidder should that bidder prove to be the safer, more resilient option
- Or to pause the tender should both bidders prove to be at risk.

POG NOTED that the total contract value for the pre-construction services agreement for the Design and Delivery Partner would be in the

region of £30m, subject to further financial negotiation, which would include delivering the site feasibility, design and development of a detailed planning submission. POG noted that budgets for 2020 had been allocated, and that funding for 2021 onwards will be included for consideration as part of the Government Plan.

[REDACTED]

POG APPROVED and **AGREED** to recommend to SEB, [REDACTED] until the time of planning submission which was estimated as being no later than December 2022.

POG APPROVED the additional roles proposed by RBa [REDACTED]
[REDACTED] POG members asked RBa to bring back further details of the procurement to a meeting during the next stage of the project.

RBa

Update on Jersey Care Model review

RBa- Informed POG that PWC had completed a draft review of the Jersey Care Model and that a new hospital for Jersey remained a key strategic objective in providing safe, sustainable and high-quality health and care for Islanders.

RBa informed POG that engagement with clinicians and healthcare professionals was ongoing and additional work was being undertaken to consider the impact of the COVID-19 crisis on the Jersey Care Model. RBa reminded POG that the review of the Jersey Care Model would inform the Functional Brief and Employers Requirements documents for the new hospital.

[REDACTED]

HCS Estate and Maintenance

RBa - Described how the Strategic Outline Case and case for change would be informed by the condition and ongoing maintenance of the current hospital estate. [REDACTED]

[REDACTED]

- Need for urgent investment in the current hospital's fabric, systems and equipment to meet mandatory fire safety requirements and safety legislation
- Some areas not fit-for-purpose
- Worst affected areas pose daily operational challenges
- Some aspects risk some significant failure
- [REDACTED]
- Either failure or commitment to disproportionate/long-

term repairs or replacement costs

POG NOTED the contents of the Planned Maintenance of the Current Hospital Estate paper which formed Appendix 5 of the Hold Point Report.

Strategic Outline Case

RBa- Informed POG that the Draft Strategic Outline Business Case included as Appendix 2 of the Hold Point Report outlined the case for change and strategic objectives, benefits, constraints and dependencies of the Our Hospital Project. POG noted the objectives:

- To provide high quality, efficient and effective care for all patients and service users that is timely, accessible and delivers the best possible experience for patients, service users, visitors and staff
- To deliver integration of physical and mental health care and services, including co-location of an Acute Hospital and Mental Health Services
- To deliver a healthcare estate, including an Acute Hospital, that is safe, compliant, flexible and right sized for the future delivery of clinical and other services, and enables service transformation
- To deliver a new hospital that ensures the financial sustainability of the health economy
- To deliver a new hospital that contributes to building a thriving community and well-being of staff and patients with positive socio-economic and environmental impacts

[Redacted text block]

[Redacted text block]

POG NOTED the request to approve the Draft Strategic Outline Business Case which formed Appendix 2 of the Hold Point Report and asked for the approval to be deferred to an additional POG meeting to be held on 27 April 2020.

Approach to Planning

RBa- Noted that previous attempts to deliver a new hospital for Jersey had been unsuccessful due to failing to obtain planning consent. [Redacted]

[Redacted text block]

supported by colleagues from Health and Community Services to ensure that the process was primarily based on clinical requirements.

- **Application of criteria by Site Selection Panel** - A Selection Panel was convened made up of colleagues from Health and Community Services, Our Hospital Project Team and other Government Officers to apply the criteria approved by the Citizens' Panel and identify a short list of preferred sites.

RBa informed POG that those sites that would be able to accommodate the essential services identified in the initial site selection were appraised by the Selection Panel in accordance with the priority sequence from the Citizens' Panel and then any remaining Planning criteria from the SPG.

POG NOTED the shortlisted site options and asked RBa to take into account the ownership of sites as this could materially risk the deliverability of a new hospital to be operational in 2026.

POG FURTHER NOTED that the further work being undertaken on the Jersey Care Model to take into account the impact of Covid-19 could result in a notable change to the requirements for Our Hospital and therefore the minimum ground floor footprint. **POG therefore DECIDED** not to accept the proposed site shortlisting report as it was currently proposed and asked RBa to carry out the site shortlisting appraisal in light of the review of the Jersey Care Model.

Stage plan to Hold Point 3

RBa- Outlined the activities for the next stage of work to take the project to Hold Point 3. He asked POG to note and approve the next stage plan that was included in the Hold Point Report.

POG APPROVED the activities to Hold Point 3 and noted that the review of the Jersey Care Model as a result of the Covid-19 crisis could have some impact on the timeline.

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2.2 Cost Analysis up to Submission of Detailed Planning Application

Financial update

SM - [REDACTED]

[REDACTED]
SM informed POG that funding for 2021 onwards will be included for consideration as part of the Government Plan.

[REDACTED]
[REDACTED]
[REDACTED]

2.3 Risk update

LF- Requested that this item be deferred to the POG meeting to be held on 18 May 2020.

MT

2.4 Communications and Engagement Update

LF- Requested that CW bring a briefing paper to POG at the additional POG meeting to be held on 27 April 2020.

CW

Conclusion of meeting

POG considered all the information provided to the and discussed the current appetite to proceed with the project, with respect to:

- Achieving contractual commitment from the Design and Delivery Partner prior to purdah
- The objective to have a new hospital operational by the end of 2026.

POG AGREED that the momentum for the Our Hospital Project should not be lost as a result of the COVID-19 situation but noted that this wouldn't be without complication and continuous review of the project timeline, referring to challenges such as travel restrictions which could restrict the ability to undertake invasive technical assessments on a short list of sites and social distancing requirements.

POG considered that if the procurement of a Design and Delivery Partner was halted at this point, Jersey's reputation in the hospital design and construction market could be compromised. **POG NOTED** that the Island's reputation in the market had been undermined by early closure of previous iterations of the project and that it is likely that governments across Europe may also be looking stimulate their economies through major capital undertakings.

LF asked each POG member in turn for their thoughts on whether they considered that project to be a priority for delivery. POG reached a consensus that the Our Hospital Project was a priority to support Islanders' health and wellbeing and provide an economic stimulus in a post-COVID environment, and that the strategic risk of stopping the project was greater than the risk of continuing. [REDACTED]

[REDACTED] POG considered that an affordable and sustainable hospital was dependent on a clear functional brief and specifications. PLS challenged that he considered that further clarity was needed with respect to the Jersey Care Model as a basis for the functional brief, and the site shortlist before making a confident decision to continue.

RBa

Following a discussion, **POG AGREED** to a short delay to the closure of Hold Points 1 and 2 and asked the RBa to return to POG with a revised timeline that provides POG with some assurance of how the Our

	Hospital Project and Jersey Care Model could achieve a greater degree of alignment, including how the JCM impacts on site shortlisting and selection.	
--	---	--

2. Date of Next Meeting

Minute 038	The next meeting will be held on Monday 27 April 2020, 15:00 hrs in the Council of Ministers Room, Broad Street Offices with remote access via Teams	Action Person/Date
------------	--	--------------------

Political Oversight Group

Minutes of meeting

Date of meeting – Monday 27 April at 15:00 hrs

Venue – Council of Ministers Room, 1st Floor, Broad Street, St Helier with remote access via Teams

Welcome and Apologies

Present:

Sen Lyndon Farnham (Chair) – LF – Deputy Chief Minister and Minister for Economic Development, Tourism, Sport and Culture
Dep Hugh Raymond (Deputy Chair) - HR – Ass. Minister for Health and Community Services - Deputy, Trinity
Sen John Le Fondré - JLF - Chief Minister
Dep Richard Renouf – RR – Minister for Health and Community Services – Deputy, St Ouen
Dep Lindsay Ash - LA – Ass. Minister for Treasury and Resources - Deputy, St Clements
Con Philip le Sueur - PLS - Constable of Trinity
Dep Rowland Huelin - RH - Deputy, St Peter
Dep Kevin Lewis – KL – Minister for Infrastructure – Deputy, St Saviour No2

In Attendance:

Charlie Parker - CP - Chief Executive & Head of the Public Service
Richard Bannister - RB - Interim Project Director
Caroline Landon – CL – Director General, Health and Community Services
Steve Mair - SM - Group Director, Performance Accounting and Reporting
Mike Thomas – MT – Director, Risk and Audit
Andy Scate – AS – Interim Director General, Growth, Housing and Economy
Ashok Handa – AH – Clinical Director, Our Hospital Project
██████████ Office of the Chief Executive
Carl Walker – CW – Communications and Engagement Lead, Our Hospital Project
██████████ Governance Support Officer, Our Hospital Project

Apologies:

Dirk Danio-Forsyth – DDR – Head of Communications
Richard Bell – RBe – Treasurer of the States

1. Minutes of Notes of Previous Meeting, Matters Arising and Action Log

Minute		Action Person/Date
039	<p>The minutes of the POG meeting held on Friday 13 March 2020, having been previously circulated were approved.</p> <p>The rolling action log was discussed and updated.</p> <p>The following documents had been issued to be noted: Approvals requested in Hold Point Report as yet not granted:</p> <ul style="list-style-type: none">• Strategic Outline Case (report to be reissued for meeting on 18 May 2020 – no changes since POG 14 March)• Closing of Hold Points 1 and 2 and proceeding to Hold Point 3 – see item 2.1• Approach to planning application (report reissued – no changes since POG 14 March) see item 2.2	

2. Project Workstreams

Minute 040	2.1 – Project programme and review of closure of hold points 1 and 2 , incorporating 2.4 - Procurement update – Design and Delivery Partner 2.6 - Site selection – landownership update	Action Person/Date
	<p>LF- Invited RBa to outline the proposed revised timeline for the project programme and closure of Hold Points 1 and 2.</p> <p>RBa- Noted that at the meeting of 14 April, POG recommended that actions to mitigate risk due to the COVID-19 outbreak should be taken prior to the approval to close Hold Points 1 and 2, including:</p> <ul style="list-style-type: none">• Additional due diligence work on the financial and supply chain resilience of the potential Design and Delivery Partners• Clarification activities on the Project Execution Plans of the potential Design and Delivery Partners• A review of the Jersey Care Model (JCM) as a basis for the functional brief for a new hospital <p>The Senior Officer Steering Group, having assessed the impact of COVID-19 on the project programme, recommended to POG that an extension to Hold Points 1 and 2 of eight to ten weeks.</p> <p>There were two options for extension tabled:</p> <p>[REDACTED]</p> <ul style="list-style-type: none">■ [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none">■ [REDACTED] <p>POG NOTED that the revised stress testing of the JCM could vary the anticipated footprint for the new hospital drawn up by clinicians and health planners, MJ Medical. POG considered that this may mean that other sites could meet the size criteria of the sequential test and could be included in the site shortlist.</p> <p>[REDACTED]</p> <p>[REDACTED] POG reiterated the potential challenges in securing a suitable site that is currently in the ownership of multiple individuals or organisations. POG NOTED that this situation could risk the deliverability of a new hospital to be operational in 2026.</p> <p>POG then confirmed their decision of 14 April 2020 that the site shortlisting should be revisited once the stress-testing work had been completed, to provide greater assurance about the JCM as a basis for the hospital functional brief. POG NOTED that this would mean that the shortlist of sites would be announced following Hold Points 1 and 2 in July 2021.</p>	

RBa reminded POG of the planned future Hold Points which were considered and approved at the POG meeting on 14 April 2020. He informed POG that the effect of the proposed delay would take the project to Hold Point 3 in November 2020 rather than September 2020.

POG considered both options and noted that much of the delay could be mitigated by running other activities concurrently. [REDACTED]

POG NOTED that the proposed extension would provide an opportunity for greater clarity about the impact of the Covid-19 crisis on the Island's economy and the Government's fiscal position. POG FURTHER NOTED that it also allowed time to brief Scrutiny and inform the States Assembly about the impacts of Covid-19 on the Our Hospital Project.

RBa- Noted that due to the revised timeline, the site shortlist and a revised Hold Points 1 and 2 end stage report would now be brought to POG for approval in July 2020. RBa noted that there would be a need for COM approval for the appointment of the preferred partner before the start of the States Assembly summer recess. RBa also outlined that the summer recess period could make engaging with Scrutiny and the Assembly more challenging ahead of a public announcement on the shortlist of sites.

POG APPROVED Option B to extend Hold Points 1 and 2 which would complete on the 8 July 2020

POG discussed the process for identifying a preferred site from a shortlist of sites. RBa informed POG that the appraisal process that would be applied to a shortlist of sites with a view to identifying a single preferred site would involve a detailed feasibility study (both desk-based and on-site technical assessments) and impact assessments. [REDACTED]

[REDACTED] A preferred option would be identified and recommended to POG by the Project team. The full feasibility report would be published on gov.je and its contents would also be communicated to Islanders in other accessible and easy-to-digest formats.

2.2 – Timetable for the determination of the planning application following submission

RBa- [REDACTED]

[REDACTED]

2.3 – Cashflow reprofile due to proposed planning approach

SM- Noted that at the meeting of 14 April 2020 POG had requested an update to the cashflow profile and run rate, in light of the extension to the timetable for Hold Points 1 and 2 and the proposal to submit a detail planning application.

[REDACTED]

Overall project costs should not increase materially [REDACTED]) as the project team will work to control overall costs, and these would be condensed into a shorter timeline thus reflecting in the higher anticipated costs per month from January 2021.

POG NOTED the changes to the cash profile.

2.5 – Procurement – financial due diligence checks

SM- Outlined the preliminary results of the due diligence checks undertaken to review the financial and supply chain resilience of the potential Design and Delivery Partners, as agreed at the POG meeting of 19 March 2020.

SM noted that tests had been conducted range across different categories and that overall, both bidders had proven to be low-medium risk

POG NOTED that both bidding consortia have scored similarly in terms of financial and supply chain risk. **POG FURTHER NOTED** that the impact of COVID-19 continues to evolve which could affect risk scores.

POG FURTHER AGREED that the Chief Minister, the Treasury Minister, the Chief Executive and the Treasurer keep the matter under review advise POG should the outstanding queries change the risk assessments.

2.7 - Communications and engagement

LF- Asked CW to bring the communications and engagement update, including further thought on Scrutiny’s request to meet a member of the Citizens’ Panel, to POG at their next meeting on Monday 18 May 2020.

POG NOTED that the revised project timeline would be shared with Scrutiny in a briefing to be held on 7 May 2020 and an update on the progress of the Design and Delivery Partner procurement would be provided to COM on 20 May 2020.

CW

2 Date of Next Meeting

Minute 041	The next meeting will be held on Monday 18 May 2020, 13:00 hrs in the Meeting Room, 3 rd Floor, Broad Street Offices with remote access via Teams	Action Person/Date
---------------	--	-----------------------

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

POG NOTED the project timetable, [REDACTED]

POG FURTHER NOTED that the project team would continue to work with colleagues in Planning [REDACTED]. POG asked AS to consider options that could be available and discuss at a future meeting of POG

2.2 Review of the Jersey Care Model (JCM)

CL - Reminded POG that the current model of health care in Jersey was not optimised for holistic care combining physical health, mental health and wellbeing, however there were opportunities to address weaknesses in the model through the JCM. The JCM sought to address this via three core components:

- Person-centred Care - focussing on prevention and self-care using technology and education
- Primary and Community Services – delivering more services in the community, for care closer to home
- Specialist Services – specialist services remaining in a secondary care setting with close connectivity to tertiary care providers

CL invited [REDACTED] and [REDACTED] to outline the independent review of the JCM which had been conducted by PwC over an 11-week period to test the model’s validity and benchmark the design principles against best practice in other jurisdictions. [REDACTED] noted that the key conclusions of the review were that the JCM was a suitable model for Jersey, had similarities with international best practice and would be financially feasible and sustainable. [REDACTED]

[REDACTED]

[REDACTED]

RS noted that GPs were successfully managing more individual's health needs, including chronic condition management in the community and that this was resulting in fewer admissions to hospital. RS also noted that some off-island activity would be retained, but more could be achieved through virtual consultations.

AH noted that the additional stress testing of the JCM would mean that a re-evaluation of the services and departments for the main and adjacent sites of proposed new hospital would be necessary. An options appraisal was underway and the results would be shared with POG at a future meeting.

AH

POG NOTED that the options appraisal could potentially result in a revised footprint for the proposed new hospital.

POG FURTHER NOTED that, should this be the case, the sequential test would be reapplied to the long list of sites and a site shortlist produced with a view to communicating this with Scrutiny, the Assembly and Islanders in mid-July.

2.3 Communications and engagement update

CW- Noted that the communications and engagement plan had been adjusted in the light of the changes to the project timeline because of the current pandemic situation.

[REDACTED]

CW outlined plans for a newsletter for all employees of Health and Community Services . This would be placed on noticeboards and in staff areas to provide an alternative to the electronic updates currently provided, especially for colleagues who do not regularly access emails. POG noted that the Health Minister's weekly meetings with the Health and Community Services team was another opportunity to provide health staff with updates on the progress of the Our Hospital Project.

CW reminded POG of plans for an island-wide leaflet drop which would communicate the appointment of a Design and Delivery Partner and the site shortlist

[REDACTED]

[REDACTED]

