



Deputy L Feltham
Chair of the Public Accounts Committee

Via Email

11th January 2024

Dear Deputy Feltham

Re: Health and Community Services Advisory Board

Thank you for your letter of 18 December containing a number of questions, which I have sought to address below.

- 1. Please can you provide a breakdown of actual spend on Chair remuneration in 2022 and 2023?**
 - a. Please can you confirm the number of days worked by the Chair in 2022 and 2023?**

Attached at Appendix 1 is a table showing the number of hours worked by the Fixed Term Chair from 22 November 2022 to 21 November 2023 and the associated remuneration. This was the period of the initial contract. The December invoice and record of hours has yet to be received.

- b. Please can you describe the nature of the work undertaken by the Chair in 2022 and 2023?**

The work undertaken is as described in the Overview of the work of the fixed-term Chair in the letter sent to the Public Accounts Committee on 5 December 2023.

- c. Please can you explain why the actual costs of the Chair's remuneration between November 2022 and October 2023, exceeded the whole year 2023 costs budgeted for in P.19/2023?**

The whole year 2023 Chair's remuneration costs, as set out in P19/2023, was estimated to be £172,800. This was estimated as a total of 960 hours @ £180 per hour across the 12-month period (or 3 days per @ £1,440 per day for 40 weeks). These estimates of hours were based on the typical hours generally worked by NHS Board Chairs.

The Fixed Term Chair actually worked 1336.5 hours of 1339 hours for the 12-month period of his contract (22 November 2022 to 21 November 2023), which included an additional 91 hours, approved by the Minister, over the 2023 contract period.



The hours worked accord with the Chair's contract. This allowed for up to 1,248 hours to be worked over the period of his contract, plus additional hours where approved.

The additional hours supported exceptional activities that were over and above that expected. These included:

- Additional advice to the Minister on matters relating to the establishment and function of the Board.
- Preparing the Department's executive directors to operate as Board members.
- Providing expert advice regarding HCS's response to the Rheumatology review and other significant clinical service matters. In the event that the Chair had been unable provide such specialist advice relating to the rheumatology response, HCS would have had to engage another external advisor with direct experience of responding to clinical investigation and recall matters.
- Support to the former CEO on matters relating to changes to HCS executive leadership team in early 2023.
- Chairing the three established assurance committees, which was undertaken by the Chair in the absence of NEDs.

It is not envisaged that exceptional activities will continue into 2024. The Board has delivered most of its 'set up' activities and NEDs will be in place to fulfil governance. Additional hours may be required in the exceptional circumstance if a significant clinical or risk matter arises which required the Chair's involvement.

d. The PAC also note that £15,000 was allocated for recruitment of a substantive Chair. Please can you provide more information about the additional spend of £4,500 on 'advertising costs' which were not provided for in P.19/2023?

At the time of drafting P.19/2023, it was envisaged that recruitment would be undertaken via a specialist search agency at the cost of £15,000. In developing the P19/2023 budget estimates, the £4,500 advertising costs were not factored in, which was an oversight.

Advertising in local and relevant national media, even where specialist search agencies are engaged, is considered good recruitment practice as it creates wider awareness of roles.

- In the case of the Chair role, it was initially envisaged that recruitment would be via specialist search agency, however, in July 2023, a direct recruitment campaign was launched (i.e. GoJ recruitment via advertising), in part because the cost of recruitment had been subject to criticism during the P19/2023 debate in the Assembly.



- This direct recruitment campaign did not result in an appointment. Given that the Minister had been unable to source an appropriate candidate via this recruitment method, a specialist search agency was then engaged at a cost of £15,000. The specialist search agency has not repeated the adverts (and hence has not incurred additional advertising costs) as it was agreed with Chair of the Jersey Appointments Commission that the good practice requirement had been fulfilled by the initial adverts.

2. The spend on NED recruitment costs is £7,370 above the maximum cost set out in P.19/2023. Please can you provide more information about this overspend?

P.19/2023 set out that the costs of the NED recruitment in 2023 will be up to £65,000.

The total spend is £72,370 (i.e. £7,370 over costs as set out in P16/2023). The difference in costs arises from the fact that in developing the P19/2023 budget estimates, the advertising and associated development of the recruitment website costs were not factored in. As with the recruitment of the Chair, this was an oversight.

3. P.19/2023 highlighted costs of £8,000 in 2023 for 'Senior Independent Director / Chair of Audit Committee and Chair of Board committees – estimated additional remuneration and travel allowance'. Please can you confirm whether any funds were expended on this?

The estimated additional £8,000 allowances for Senior Independent Director, Chair of Audit Committee and Chair of Board Committees have not been incurred in 2023 as these roles have not been appointed to, pending the recruitment of the fifth and final NED. It is envisaged that these costs will be incurred in 2024.

4. The 'Miscellaneous costs' set out at approximately £1,000 per month in your letter were not provided for in P.19/2023. Please can you confirm whether the total additional expenditure for 2023 is therefore approximately £12,000 on 'Miscellaneous costs'?

Additional miscellaneous costs reflect those required to support meetings in public. These include room hire (£425 per month), AV equipment (£450 per month) and refreshments (£125 per month) for the 10 meetings of the Board each year.

These are internal HCS costs which were previously incurred by the Department in the running of the non-independent board set up in 2019 and disbanded in 2023 – i.e. they are not new or additional costs and hence they were not set out in P19/2023.



By way of additional background, I have attached a copy of a letter from the Minister for Health and Social Services to the Chair of the Health and Social Services Scrutiny Panel, explaining that the contract for the fixed-term Chair, Professor Hugo Mascie-Taylor has not been extended beyond 31 December.

I hope this additional information is of assistance to the Committee.

Yours sincerely

Andrew McLaughlin
Interim Chief Executive and Head of the Public Service

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Appendix 1: Hours worked by Chair and associated remuneration

	Hours worked	Remuneration (£180 per hour)
2022		
November	41.5	£7,470
December	81	£14,580
2023		
January	87	£15,660
February	80	£14,400
March	90	£16,200
April	134	£24,120
May	112	£20,160
June	149	£26,820
July	101	£18,180
August	131	£23,580
September	133	£23,940
October	153	£27,540
1 November to 21 November (end date of initial contract)	44	£7,920
Total hours over period of initial contract	1336.5	£240,570
22 November to end November	40.4	£7,280
Total hour to January 2023 to end November 2023	1376.9	£247,850

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et les Sèrvices Sociaux



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Deputy Ward
Chair, HSS Panel
BY EMAIL

10 January 2024

Dear Chair,

Re: HCS Advisory Board Recruitment of Chair

I would like to provide the Panel with an update on the recruitment of a Chair to the HCS Advisory Board.

As you will be aware, in November 2023 I made the decision to extend the contract of the fixed-term Chair of the Health and Community Services Advisory Board, Professor Hugo Mascie-Taylor. The contract was initially due to end on 21 November 2023 but was extended until the end of December 2023.

I made that decision on the basis that a substantive replacement Chair had not yet been appointed. Prior to doing so, I had invited the existing non-executive directors to act into the role of Chair, but all declined due to the required time commitment.

I am writing to confirm that Professor Hugo Mascie-Taylor has now vacated his post as Chair, and the recruitment process is ongoing to find an appropriate substantive replacement. This decision does not reflect Professor Mascie-Taylor's performance or capability. He has in my view brought considerable expertise and value to HCS in his role as Interim Chair.

In the interim, one of the existing non-executive directors will chair the Board meeting scheduled for 25 January 2024. This is in line with the Board's Terms of Reference for the Board, as approved by the Assembly, which allows for a Non-Executive Director to act up as Chair, in the event that there is no Chair present.

I would like to take this opportunity to acknowledge the excellent work undertaken by Professor Mascie-Taylor during his appointment. In addition to overseeing the establishment of the new Board, chairing its initial meetings and ensuring ongoing oversight of the Department during the pre-establishment phase, he has provided specialist advice and support to both myself and the Chief Officer of the Department during a period of significant change, for which we are very grateful.

I trust the above provides some assurance to the Panel.

Yours sincerely,

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