



Deputy L Feltham
Chair of the Public Accounts Committee

Via Email

05th December 2023

Dear Deputy Feltham

Re: Health and Community Services Interim Board

Please find below answers to the questions set out in your letter dated 27 November 2023.

1) An overview of the work undertaken by the Board to date, including all milestones and achievement during this time

The new Health and Community Services Advisory Board (“the Board”), as approved by the States Assembly (P.19/2023), held its first public meeting in October 2023. Given its very recent establishment, the overview of the work provided below describes the activities of the fixed-term Chair (appointed before the Board was functioning) and the activities of the Board to date.

Key date	Activity
August 2022	Review of Clinical Arrangements in Secondary Care published.
October 2022	Minister for Health and Social Services (“the Minister”) publishes response to report. Sets out intention to establish Board.
October to November 2022	Selection process for fixed-term Chair.
November 2022	The Minister appoints fixed-term Chair 12-month period (contract end date 21 November 2023).
May 2023	Shadow Board meeting (not public).
June 2023	Assembly approved establishment of Board (P.19/2023).
July 2023	Shadow Board meeting (not public).
July to August 2023	Interview process for Non-Executive Directors (“NEDs”).
July 2023	Substantive Chair recruitment campaign launched.
August 2023	Shadow Board meeting (not public).
September 2023	Three of five NEDs appointed.



October 2023	Board's first public meeting.
November 2023	Fourth of five NEDs appointed.
November 2023	Board's second public meeting.

Overview of work of fixed term Chair

The fixed term Chair was contracted to deliver two key functions:

1. Establish the proposed Board; and
2. Function as its Chair once established.

In establishing the Board, the fixed term Chair also addressed / responded to multiple operational issues within HCS.

The work undertaken in relation to those functions has included:

- Shadow Board: A shadow board was established pending set up of the Board. The shadow board met three times with each meeting chaired by the fixed-term Chair. The purpose of the shadow board was to begin to refine the Department's board processes, make / endorse decisions, and offer familiarisation of processes to HCS directors. The shadow board also worked to ensure ongoing oversight of operational activities pending establishment of the Advisory Board.
- Assurance Committees: The three HCS assurance committees, which had previously been established and chaired by an Assistant Minister (Quality & Risk; Operations, Finance & Performance; Organisational Development/workforce), continued to meet. Each meeting was chaired by the fixed-term Chair.

Continuation of these committees helped ensure ongoing oversight of operational activities pending establishment of the Board. Now the Board is operational, a fourth assurance committee (commissioning and adult social services) is being established. The assurance committees are effectively sub committees of the Board and, moving forward, will be chaired by a NED.

- The Board: To date, there have been two meetings of the Board (October and November 2023). Further meetings are scheduled monthly. The meetings, chaired by the fixed-term Chair, are held in public to provide for openness and transparency. Meeting arrangements allow for members of the public to participate and ask questions related to agenda matters. Meeting agendas, papers and minutes are public. [Health and Community Services Advisory Board \(gov.je\)](http://gov.je)

The agenda items discussed to date by the Board reflect the Minister's and Board's commitment to deal with all aspects of HCS's performance and place the information, wherever possible, in the public domain.



A series of Board workshop are scheduled for the coming 12 months. The first workshop in December 2023 will focus on the Board's objectives and 2024 workplan (as required by the Terms of Reference), the Board's Assurance Framework and Code of Conduct, and departmental priorities for 2024.

- NED induction: During October to December, the fixed term Chair has been engaged / is engaged in induction meetings with the incoming NEDs to ensure that they are fully briefed and understand accountability through the Chair to the Minister, and thereby to the people of Jersey.

Throughout current term of contract, the fixed term Chair has:

- Engaged with key stakeholders to build relationships and establish expectations associated with the role of the Board and the performance of HCS. This has included meetings / engagement with Scrutiny Panels (Health and Social Security & Corporate Services); Public Accounts Committee; Public Health, local media outlets, external providers; members of the Council of Ministers, States Members, the Jersey Care Commission, and other key stakeholders.
- Provided expert advice and direction to HCS Chief Officer, HCS Change Team and senior HCS and Government of Jersey leaders, thereby supporting HCS' response to key clinical governance risks and issues including, for example, rheumatology review and associated processes, financial planning, and the development of emerging health care policy and strategy. This has also included supporting development of emerging relationships with Guernsey and UK providers.
- Accounted to the Minister on matters related to the establishment and function of the Board, the performance of HCS, and has, in addition, provided the Minister with advice on wider health and care strategy.
- Engaged directly with Islanders and HCS staff to support positive cultural change across the Department, including weekly meetings with the Freedom to Speak Up Guardian.



2) Confirmation of the spend to date on the Board, with a breakdown of what funds have been expended on.

Spend / projected spend to date:

Remuneration; fixed term Chair	£232,650 <ul style="list-style-type: none"> • November 2022 to end October 2023
Expenses; fixed term Chair	£21,561.44 <ul style="list-style-type: none"> • November 2022 to end October 2023 • Including travel (Jersey to UK) • Accommodation allowance £100 per night for 3 nights per week
Remuneration: NEDs	£11,917 projected 2023 cost (invoices to be processed): <ul style="list-style-type: none"> • October 2023 to end Dec 2023 • £1,083 per month per NED (allowing for 3 days work per month = £361 day rate) • 3 NEDs contracted from 1 October 2023 • 1 NED contracted from 1 December 2023 • 1 NED position currently vacant
Expenses: NEDs	£1,356 to date to end October (note; some other expenses may not have been received and recorded on ledger)
Recruitment: NEDs	Search agency costs for 5 x NEDs <ul style="list-style-type: none"> • Core fees: £50,000 (£10,000 per panel member) • Website: £2,500 • Media & production: £5,470 Specialist advisor on selection panel: <ul style="list-style-type: none"> • £14,400
Recruitment for substantive Chair	Advertising costs: £4,500 in total including: <ul style="list-style-type: none"> • Jersey Evening Post (print and on-line) • Bailiwick Express (online) • Health Services Journal (online) Search agency fee <ul style="list-style-type: none"> • £15,000
Miscellaneous costs (for example, room hire, AV and meeting costs)	Anticipated to be approximately £1,000 per month (payments not yet on ledger)



3) Confirmation of the recruitment process which has been undertaken in response of the Chair of the Boad and what is currently happening with the role, noting that the Chair was due to end his contract on 22 November 2023 as per previous communications to the PAC.

The Government of Jersey launched a direct recruitment campaign on 28 July 2023. A search agency was not involved at this stage. The role was advertised in:

- gov.je (online)
- Jersey Evening Post (print and online)
- Bailiwick Express (online)
- Health Services Journal (online)
- Government of Jersey's social media channels
- Press release to Jersey media

The recruitment process was overseen by the Chair of the Jersey Appointments Commission who chaired shortlisting and selection panel meetings.

The closing date for applications was 20 August 2023. Six applications were received. Two applicants were interviewed with the selection panel recommending one candidate to the Minister.

The Terms of Reference for the Board, as agreed by the Assembly, state that it is for the Minister to determine who to appoint and, in exercising this authority in line with the Assembly decision, the Minister chose not to appoint the recommended candidate as the Minister determined they were not the right candidate at this point in time in the formation of the Board.

Subsequently, a specialist search agency was engaged in late November to support the identification of further potential candidates. It is anticipated that shortlisting and identification of further appointable candidates will be completed before end of Q1 2024.

In this context, the contract for the fixed-term Chair, which was due to end on 21 November 2023, was extended until the end of December 2023. Prior to making this decision to extend the contract, the Minister invited existing NEDs to act into the role of Chair, but all declined due to the required time commitment. This was on the basis that the Chair is engaged to work up to 3 days per week, as opposed to the NEDs who are engaged up to 3 days per month.

The advertised remuneration for the substantive Chair is £70,000 for up to 3 days work per week which is in line with the similar UK health roles. This equates to circa £500 per day and is a lower rate than the fixed term Chair's daily rate of £1,440.



4) Please could the PAC be provided with comparative details of the annual costs of boards of entities controlled or established by the States of Jersey.

The costs associated with boards controlled or established by the States of Jersey are not available in a comparable form. However, some details may be published in their respective annual reports, and some information related to remuneration is included in the Comptroller and Auditor General's Remuneration of Board members report published in October 2019.¹

In addition, the functions, terms of engagement and composition of a board – including numbers of NEDs, requirement for engagement of specialist skills, and time commitment – varies to such a degree that they could not be reasonably compared on a like for like basis. For example, the HCS Board has been established on an advisory basis for governance and oversight. This is quite different from the Board of Directors of a commercial enterprise, such as the JT Group, or promotional bodies, such as Digital Jersey.

Notwithstanding the above, I have compiled a small number of illustrative comparisons of expenditure on Chair and NED remuneration per annum in support of the Committee's work:

	HCS Board – fixed-term role 2023 forecast (5 NEDs)	HCS Board – substantive role – full year forecast (5 NEDs)	JT Group - 2022² (4 NEDs)	Digital Jersey - 2022³ (5 NEDs)
Chair	£232,650	£70,000	£43,000	£25,000
NEDs (per NED)	£11,917 total	£13,000 per NED	Mean £36,000 per NED	£15,000 per NED
Total	£244,567	£135,000	£187,000	£100,000

I would be happy to discuss this further when we meet on the 6th December.

Yours sincerely

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¹ [Remuneration of Board Members.](#)

² [Annual Report 2023, JT](#)

³ [Annual Report 2022, Digital Jersey](#)