

Learning from Previous Hospital Projects: A Follow Up Review Project Specification

Background

It is now over ten years since the States Assembly required the Council of Ministers to bring forward proposals for investment in hospital services, including detailed plans for a new hospital. In that time a significant amount of public money has been spent on various hospital projects with no construction having yet commenced on a new hospital.

In November 2017 my predecessor reported on *Decision Making: Selecting a Site for the Future Hospital (March 2012 - February 2016)*. The Report identified substantial weaknesses in the decision making process, including in relation to governance, accountabilities, programme management, effective engagement and use of specialist support.

In February 2019, the Future Hospital project was aborted and in May 2019 the Our Hospital Project was established. Following the election in 2022, a review of the Our Hospital Project was launched as part of the Chief Minister's 100 day plan. R.154/2022 *A Review of the Our Hospital Project* was published in November 2022 and advised that changes should be made to the Our Hospital Project. In December 2022, the States Assembly approved a proposition to withdraw the funding allocated to the Our Hospital Project and instead approved funding to develop detailed feasibility studies to identify a route to delivery for a hybrid, multi-site scheme. In February 2023, the States Assembly was presented with an outline of the New Healthcare Facilities programme in R.32/2023.

The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2005
- consider and report to the States on:
 - the effectiveness of internal controls of the States, States funded bodies and funds
 - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
 - the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

Objectives of this follow-up review

My 2023 Audit Plan published in January 2023 includes a planned review of Major and Strategic Projects, including Capital Projects.

This review forms Phase One of my planned review of Major and Strategic Projects, including Capital Projects and will evaluate the extent to which previous C&AG recommendations have been adopted in:

- the Our Hospital Project
- the Review of the Our Hospital Project; and
- the proposed arrangements for the New Healthcare Facilities programme.

In addition, I will document the expenditure by the States of Jersey and the assets acquired by the States of Jersey since 2012 with respect to new hospital facilities.

My review will seek to draw learning from the 2017 C&AG Report and to make recommendations relevant to the New Healthcare Facilities programme as it is being established in 2023. In doing so, I will consider:

- expenditure and asset acquisition
- decision making
- risk management
- criteria and evaluation against criteria
- consultation and communication
- expertise to support decision making; and
- recording decision making.

Scope

The scope of my work will be limited to considering the areas for improvement identified in the 2017 C&AG Report *Decision Making: Selecting a Site for the Future Hospital (March 2012 - February 2016)*.

Approach

The review has commenced with an initial documentation request. The findings of the document review are being followed up by interviews with key officers and potentially with other stakeholders.

The detailed work will be undertaken by the Deputy C&AG and an affiliate engaged by the C&AG.



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