

Official Sensitive - Restricted - Distribution by approval of the Development Director Only

Date & Time:Monday 19 July 2021 at 10:00Venue: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:

Paul Martin - CP - Chief Executive & Head of the Public Service Caroline Landon – CL – Director General, Health and Community Services Richard Bell – RBe – Director general and States Treasurer Richard Bannister – RBa – Our Hospital Project Development Director

Carl Walker – CW – Our Hospital Project Communications and Engagement Lead

Ashok Handa – AH – Our Hospital Project Clinical Director Gretta Starks – GS – Our Hospital Assistant Project Director

Apologies:

Dirk Danio-Forsyth – DDF – Director of Communications Andy Scate – AS – Interim Director General, Growth, Housing and Economy



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Minute Minutes of Notes of Previous Meeting, Matters Arising and 1 Action 087 Person/Date Action Log The minutes of the POG meeting held on 25 March and 15 April having previously been circulated would be considered at a future meeting to ensure that all comments had been addressed. The rolling action log was discussed and updated. 2 **Funding and CPO Proposition** Outlined the draft Budget, Financing and Land Assembly Proposition and Report, due to be lodged by 3 August 2021. noted that the draft wording was currently under review by the Treasury and Exchequer team and the Law Officers Department.

The total budget of £804.5m was based upon figures derived from the Our Hospital Outline Business Case (OBC) and included the allocations for 2019 to 2021 already received by the Our Hospital Project. It was proposed to either amend the Government Plan 2021-2024 to include the balance not yet approved which was circa £50m that had already been allocated to the Our Hospital Project. LF noted that appropriate levels of contingency and optimism bias which would be released with appropriate internal controls in place to help ensure that the project did not exceed the budget. POG were unanimous in their belief that the total budget should not exceed £804.5m. PLS noted that remaining within the £804.5m was essential and asked if there were any economies that could be made in the design to ensure this. RBa noted that the Design and Delivery Partner had worked with clinical staff to identify ways to reduce square meterage whilst improving efficiency and without compromising patient safety or service delivery. POG noted that including a budget cap in the Proposition provided assurance to States Members that the project budget could not be exceeded without recourse to the States Assembly for agreement.

RBe noted that it was proposed to finance the Our Hospital Project through borrowing, although the form of debt issuance would be subject to market conditions at the time. However, at this time the preferred option would be a fixed rate public bond. Market conditions could change and it was important to



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allow the Treasury Minister to appraise options to select the most appropriate at the right time. RBe described the processes outlined in the draft Proposition to draw down funding and how the strategic reserve would be used to service costs of debt. The borrowed monies would be placed in the Strategic Reserve to be drawn down when required. By using borrowing, RBe noted that reserves would not be depleted and the income generated on the retained reserves was estimated to be well above that required to service the debt, based on cautious estimates.

reminded POG of plans to date for use of Compulsory Purchase Orders (**CPO**) to acquire land as a last resort. In principle agreement had been gained by States Assembly approval of P.129 on 17 November 2020 which had included the maps showing the land potentially subject to CPO, but not proposed funding. noted that the maps had now been updated as some land was no longer required. Land was now colour coded on one of the maps provided for information to indicate areas where a negotiated position had or had not yet been reached. further noted that CPO would also be required to be used as a mechanism to resolve rights or covenants which need to be newly put in place, cancelled or modified to serve the development.

noted that having received initial approval for the use of CPO from the States Assembly in November 2020, CPO law required a Proposition be brought before the States Assembly to agree the required monies. Confirmed that the monies required were already included in the £804.5 affordability limit and were not additional to this.

POG NOTED the timetable for the delivery of the Budget, Financing and Land Assembly Proposition and Report

POG FURTHER NOTED that as agreed at the previous meeting, the debate would be requested for 5 October sitting instead of 14 September to allow the Future Hospital Review Panel sufficient time to complete their review and produce their report.

POG APPROVED the Proposition and Report be considered by the Council of Ministers with the recommendation that the final version to be approved for lodging.



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Date of Next Meeting

Minute	The next meeting will be held on Monday 26 July 2021 at 15:00 hrs in	Action
088	the Council of Ministers Meeting Room, 1 st Floor, Broad Street Offices	Person/Date
	with remote access via Teams	



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Date & Time:Monday 26 July 2021 at 10:00Venue:Council of Ministers Room, 1st Floor, Broad Street, St Helier with remote
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In Attendance:

Paul Martin - CP - Chief Executive & Head of the Public Service Caroline Landon – CL – Director General, Health and Community Services Richard Bell – RBe – Director general and States Treasurer Mike Thomas – MT – Director, Risk and Audit Richard Bannister – RBa – Our Hospital Project Development Director

Carl Walker – CW – Our Hospital Project Communications and Engagement Lead Ashok Handa – AH – Our Hospital Project Clinical Director Gretta Starks – GS – Our Hospital Assistant Project Director



Apologies:

Dirk Danio-Forsyth – DDF – Director of Communications Andy Scate – AS – Interim Director General, Growth, Housing and Economy



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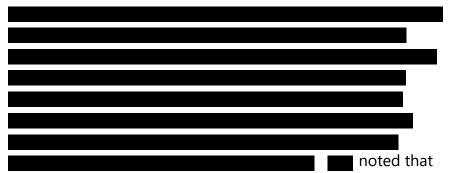
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Minute	1	Minutes of Notes of Previous Meeting, Matters Arising	Action
089		and Action Log	Person/Date
		The minutes of the POG meetings held on 25 March and 15	
		April 2021, having been previously circulated were approved.	
		The minutes for the POG meetings held in May, June and July	
		5 , ,	
		would be considered at a subsequent POG meeting to be	
		held after the summer recess.	
		The rolling action log was discussed and updated.	
	2	The former Les Quennevais School - change of use	
		planning application (Hold Point)	
	AH-	Noted that a planning application for the change of use of the	
		former Les Quennevais School was due to be submitted	
		during Q3 2021. Representatives of the Design and Delivery	
		Partner would outline the application and answer any	
		questions that POG may have.	
	-	introduced from the town planning consultant,	
		Temple. reminded POG of the services which would need	
		to be re-provided at the former Les Quennevais School site	
		and outlined the schedule of accommodation. The site	
		provides sufficient space for the services required and had	
		parking provision available for both staff and patients.	
		noted that under the Planning and Building Law (Jersey) Law	
		5 5 ,	
		2002, making a material change in use of land or a building	
		constituted development and required planning permission.	
		Therefore, an application for full planning permission was to	
		be submitted in Q3 2021 for change of use of the former	
		school building. The majority of works necessary to facilitate	
		the former school to house the services currently located at	
		Overdale were internal but there were some external works	
		required such as roof repairs and accommodation of plant.	
		An environmental impact assessment had been confirmed as	
		not required by IHE Regulation. The team had been in regular	
		discussions with IHE Regulation since the latter part of 2020	
		and a list of application documentation had been agreed.	
		A Les Quennevais Neighbourhood Forum had been	
		established to inform local residents about the project and	
		provide an opportunity for them to offer feedback on	
		proposals.	



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noted that the three main entrances to the building would be retained. The schedule of accommodation collated facilities based on their required proximity to these entrances. The plans included bookable meeting rooms, breakout rooms and an open plan hot desking area rather than individual allocated offices. No external extensions to the building were required as all services could be re-provided within the current building.

There was a portacabin on site that would need to be removed and consideration would be given to ensuring the natural environment was maintained and taken into account in the plans. All necessary surveys have been completed for inclusion in the planning application.



team members had met with staff at Liberty Bus to undertake live testing of services and had met with Parish of St Brelade (**POSB**) Connétables and Deputies to investigate potential solutions to improve traffic flow and safety for local residents. Working with POSB, a scheme to revise resident parking for nearby houses had been developed. This would provide those houses with direct access to their properties and improve safety for children, pedestrians.

noted that the planning submission submitted during Q3
2021 and there would be a 13-week determination period.
outlined key planning risks and noted that there was
scope for third party right of appeal. The main works were
forecasted to be undertaken in early 2022 to allow the
building to become operational by autumn 2022 and support
the overall Our Hospital Project programme.

AH noted that specific user groups had been set up to consult the services that would be moving into the new facility. AH confirmed that the clinicians had expressed satisfaction with the modern, patient-centred designs. All patient facing areas



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will be on the ground floor and supporting accommodation on the upper floors. Key stakeholders consulted to date included:

- Overdale Clinical User Groups
- Planning (IHE Regulation)
- Building Control
- Jersey Fire and Rescue Service
- Parish of St Brelade (Roads Committee)
- Infrastructure Housing and Environment (Drainage)
- Jersey Electricity
- Liberty Bus
- Les Quennevais Sports Centre
- Les Quennevais Neighbourhood Forum

Further consultation with various statutory bodies and stakeholders would be undertaken prior to planning submission.

The Les Quennevais Neighbourhood Forum had met five times and feedback has been constructive. Neighbours' concerns centred around traffic and transport. AH noted that an arrangement has been negotiated with Les Quennevais Sport Centre regarding staff parking. The facility would be open between 9am and 5pm with staff generally travelling between 8am and 6pm. POG noted that the re-provided services would not be compromised and that the scheme proposed is appropriate for the services required and the temporary nature of the facility.

POG NOTED the report and **APPROVED** the approach and deliverables within it.

POG AGREED to proceed with the submission of the planning application for the change of use of the former Les Quennevais School to accommodate the relocation of healthcare services and facilities currently located at Overdale.

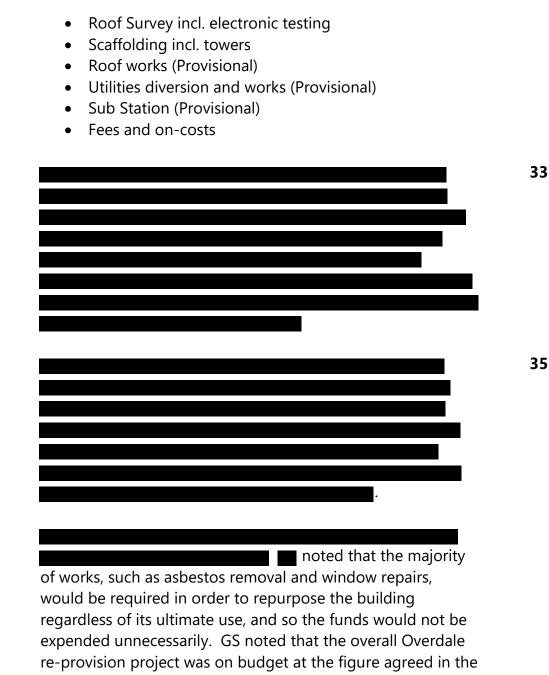
The former Les Quennevais School - early works preparation contract (Hold Point)

- Noted that the early works contract sought to cover:
 - Asbestos removal, demolition and MEP strip out
 - Window Survey and Repairs

3



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Outline Business Case. AH noted the importance of implementing these works early in order to meet the overall Our Hospital programme.

POG NOTED the update report and **APPROVED** the approach and deliverables within it.

POG AGREED to proceed with the execution of the site preparation early works contract for the removal of asbestos and internal strip out of the former Les Quennevais School



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4

Overdale - demolition planning application (Hold Point)

Outlined the scope of the demolition works required at the Overdale site. The indicative timeline for the demolition works was:

- Q3 2021 submission of planning application
- End of 2021 planning decision

noted that the planning application submission date was currently under review to ensure it was timed appropriately with the application for the former Les Quennevais School site. demolition phasing and AH noted that phase 1 of the programme was the demolition of derelict buildings which could be undertaken without impacting patient experience whilst services remained at Overdale. The second and third phases would only be undertaken once services had relocated to the former Les Quennevais School site. POG noted the proposed construction traffic route and that there would be a traffic management plan in place to ensure that public access to the crematorium would not be unduly impacted during the demolition works.

noted that under the Planning and Building (Jersey) Law 2002, demolition constituted development and as such required a full planning application, but an environmental impact assessment was not required. POG noted the 13-week planning determination period and that there was potential for third-party appeals which could delay the works, potentially for up to four months. The project team had been in regular discussions with IHE Regulation since Overdale as agreed as the site for Our Hospital in Q4 2020.

POG NOTED the update report and **APPROVED** the approach and deliverables within it.

POG AGREED to proceed with the submission of the planning application for the demolition at the existing Overdale hospital site once the Project Team have completed the work required to determine the demolition planning application timing.

Political Oversight Group



Minutes of Meeting

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6	Funding Report and Proposition next steps
6	Funding Report and Proposition next steps Outlined progress regarding the draft Budget, Financing and Land Assembly Proposition and Report, the final version of which was anticipated to be lodged by 3 August 2021 and would be circulated for comment via email.
6 ■- 7	Outlined progress regarding the draft Budget, Financing and Land Assembly Proposition and Report, the final version of which was anticipated to be lodged by 3 August 2021 and

Date of Next Meeting

Minute	The next meeting will be held on Thursday 16 September 2021 at	Action
090	11:00 hrs in the Council of Ministers Meeting Room, 1 st Floor, Broad	Person/Date
	Street Offices with remote access via Teams	



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Date & Time:Thursday 16 September 2021 at 11:00Venue: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:

Paul Martin - PM - Chief Executive & Head of the Public Service
Caroline Landon – CL – Director General, Health and Community Services
Richard Bell – RBe – Director general and States Treasurer
Hazel Cunningham – HC – Group Director, Finance Business Partnering and Analytics
Andy Scate – AS – Director General, Growth, Housing and Economy
Richard Bannister – RBa – Our Hospital Project Development Director

Ashok Handa – AH – Our Hospital Project Clinical Director

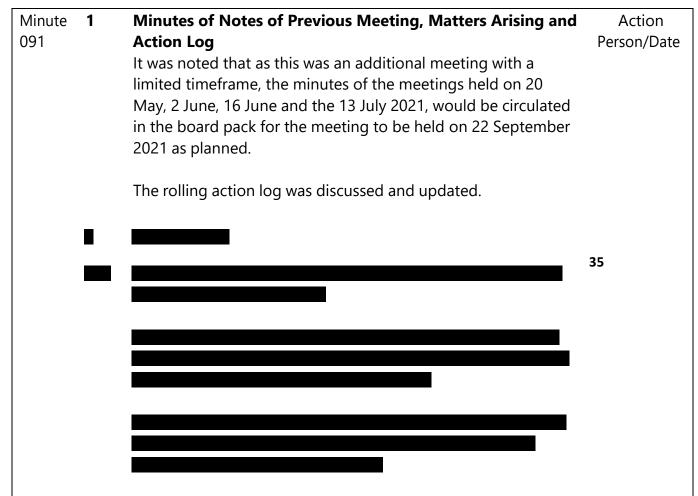
Carl Walker – CW – Our Hospital Project Communications and Engagement Lead

Apologies:

Dirk Danio-Forsyth – DDF – Director of Communications Gretta Starks – GS – Our Hospital Assistant Project Director



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POG AGREED UNANIMOUSLY to continue the project under the current timeframe for submitting the planning application in November 2021 and to enter into the main build contract prior to planning approval.

3 Design update

Outlined updates to the design from the 1:200 stage to 1:500 designs, including the latest verified images of the access route which had been produced in compliance with IHE Regulation requirements.

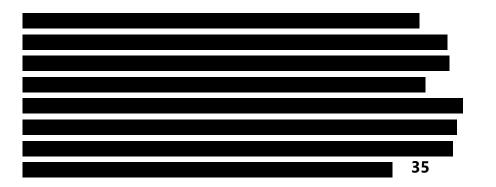
The masterplan had been updated as part of design development.. In noted that the position of the five buildings on the Overdale site remained virtually unchanged. In outlined the architectural development that had occurred, reflecting consultation with clinicians which allowed a rationalisation of the building size with no impact the required clinical spaces. The previous curved roof had been replaced with longer, leaner shape, reducing the visual impact from viewpoints around the



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Island.

RBa noted that a presentation focussing on improvements to clinical layouts would be provided at the POG meeting to be held on 22 September.



noted that the Mental Health facility had reduced to a one storey building to improve aspects for residents to the east and to ensure it did not overlook the cemetery. The footprint for this facility had therefore increased to ensure that capacity was not lost. 90 parking spaces had been removed from the multistorey car park, reducing its height by one storey. ARUP had reassessed the parking requirement and concluded that 550 spaces was sustainable for the Island's hospital and population. This reduction would have a positive impact on site landscape.

■ noted that in the updated access route designs, the St Aubin's Road roundabout had been realigned to allow two-way traffic. The parking spaces and unloading bay outside a local business could not remain in their current locations as this could impact safety. POG considered it imperative that an alternative parking solution was identified to prevent a negative impact on the business. ■ confirmed that a meeting with the business owner was scheduled for the following week and that the owner had been contacted as far back as February 2021 for their views.

POG requested

- A summary of the Design and Delivery Partner's log of feedback and responses that had informed the changes in design
- That the updated images of the access route be shared with the Deputies for St Helier 3 and 4 districts

CW/

RBa/

POG NOTED the design update and that the design would



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continue to evolve in light of feedback and efficiencies being considered.

4 Latest Road Verified Views

POG noted that this item had been covered in item 3.

Date of Next Meeting

Minute	The next meeting will be held on Wednesday 22 September 2020 at	Action
092	15:00 hrs in the Council of Ministers Meeting Room, 1 st Floor, Broad	Person/Date
	Street Offices with remote access via Teams	



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Date & Time:Wednesday 22 September 2021 at 15:00Venue: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

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<u> Ashok Handa – AH – Our Hospital Project Clinical Director</u>

Gretta Starks – GS – Our Hospital Assistant Project Director <u>Carl Walker – CW – Our Ho</u>spital Project Communications and Engagement Lead

Apologies:

Hazel Cunningham – HC – Group Director, Finance Business Partnering and Analytics Dirk Danio-Forsyth – DDF – Director of Communications



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Minute 093	1	Minutes of Notes of Previous Meeting, Matters Arising and Action Log The minutes of the POG meeting held on 20 May, 2 & 16 June 13 July 2021, having been previously circulated were approved, subject to any comments received from POG within the following 24 hours.	Action Person/Date
	2	Changes to clinical layouts	
	AH-	 noted that following the production of the RIBA2 Report, the concept design was undergoing review in light of feedback from a range of stakeholders including, but not limited to: Clinical User groups The Health Workers Panel The Overdale Neighbourhood Forum Jersey Architectural Commission (JAC) The Planning Department In addition, both POG and the Future Hospital Review Panel had provided challenge on the size of the proposed building and the investment required. Modifications had therefore been made to the designs including adjustments and repositioning of clinical areas. 	
		 AH noted that there had been five principles underpinning the review of clinical space: 1. Patient safety must not be compromised 2. There should be a focus on improving patient experience 3. Jersey's clinical working practices and improvement programmes must be accounted for 4. Staff well-being needed to be considered 5. Visitor and family experience must also be taken into consideration 	
		Lower ground floor The overall area had been reduced due to the relocation of	

staff changing areas to the first floor and plant being located



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adjacent to their relevant departments to reduce the number of risers running up through the building. An increase in natural light to elevations had also been facilitated.

Ground floor

The footprint had been reduced in size at the south east corner. There had been a reduction in the Emergency Department area to correspond with the updated clinical mode, however, Diagnostics had increased to incorporate an Interventional Radiology suite. A. Staff wellbeing had been removed from its original location and dispersed around the hospital which allowed staff to remain closer to their clinical areas. Multiple entrances to the building had been provided including a dedicated 24/7 entrance for the maternity department. This had been supported by feedback from clinicians and the ambulance service, which highlighted that patients were often frail or fragile on initially entering a hospital and in need rapid access to the service. In addition, some services benefitted from more discrete entrances and exits. Separate entrances also assisted services to continue during emergency situations such as a pandemic.

First floor

The locations of Endoscopy and the Critical Care Unit (**CCU**) had reversed, allowing for a more efficient route between the CCU, the Emergency Department, Theatres and Imaging. This supported patient safety by ensuring the journey for resuscitation patients was as brief as possible. To facilitate clinicians moving between clinical and administration tasks quickly, ensuring maximum time was spent with patients, the administration offices for Theatres, the Critical Care Unit and Paediatrics had been included on this floor. In addition, flexible renal bays were anticipated for this floor to accommodate an increase in shifts per day leading to their more efficient use.

Second Floor

At the RIBA2 stage this floor had been allocated to the Private Patient facility, Chemotherapy and a 26-bed inpatient ward. However, under current proposals this had become an interstitial floor to house plant formerly envisaged to be located on the roof of the main building. The main benefit of housing plant in the middle of the building was that there was less space required for service risers. This also made the building more flexible for future modifications as and when



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care models and health practices and procedures changed. The on-call rooms had been relocated to ensure they were in a quieter location with direct access to Theatres, the Critical Care Unit and Paediatrics and the inpatient wards. This increased efficiency in staff journey time around the hospital.

Third Floor

At RIBA2 stage, there had been five 26-bed wards with one ward located on a separate floor. This had now been updated to four 30-bed wards on a single floor. This was initially driven by clinical safety and Jersey's nursing staff ratios, which at 1:6 was better for patients than the 1:8 ratios that were typical in the UK National health Service. However, as a result the mass of the building could be reduced which addressed feedback from a variety of stakeholders including local residents, Planning and JAC.

Fourth Floor

At RIBA2 stage half of this floor had housed plant and half administration. The floor now held the Private Patient facility which could be repurposed in a future emergency situation, such as a pandemic, to essentially become a separate hospital within a hospital. This floor now also housed the Administration offices. CL noted that approximately two thirds of administration and management posts were held by clinical staff, with a policy to replace managers leaving the department with clinicians where at all possible. It was vital that clinicians needing to undertake administration tasks remained as close to their clinical areas as possible to ensure patient time was maximised. The west side of the roof space was dedicated to roof gardens which allowed for potential extension of both the Private Patient facility and the Administration area to transform them into further ward space in the future as Jersey's health and care needs evolved.

3 Virtual exhibition







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CW noted that an updated virtual exhibition would launch at the beginning of October that outlined:

- how the project had responded to feedback
- what to expect from the Planning process

Images of the draft virtual exhibition would be circulated to POG, and a media briefing is anticipated prior to the launch.

POG NOTED the progress in the communications strategy leading up to Planning submission.





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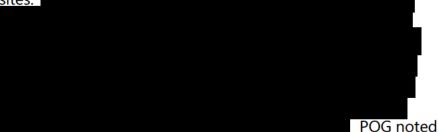
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5 Jersey Bowling Club update 35

AS- Reminded POG that delivery of the principle access route to Our Hospital requires the relocation of the Jersey Bowling Club. The Infrastructure, Housing and Environment department had been tasked with identifying a suitable relocation site. A review of possible sites had been undertaken in conjunction with a specialist multi-disciplinary sport, leisure and culture consultancy. AS outlined the potential sites that had been considered and the merits and constraints of each as outlined in the report that had been produced as a result if the review of sites.



that whilst no ideal site has been identified, it was recommended to initiate earnest discussions in relation to three potential sites, alongside further investigative work and consideration against planning policies.

POG NOTED the report and **APPROVED** the approach within it, specifically:



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- To endorse the instigation of formal discussions and negotiations for each of the three sites identified as most suitable, with a view to securing one of them in line with valuations that reflect potential housing allocations or the circumstances of each site
- That further investigations should also proceed in parallel to assess the feasibility of each site from a practical and regulatory perspective.

Date of Next Meeting

Minute	The next meeting will be held on Friday 1 October 2021 at 15:15 hrs in	Action
094	the Council of Ministers Meeting Room, 1 st Floor, Broad Street Offices	Person/Date
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In Attendance:

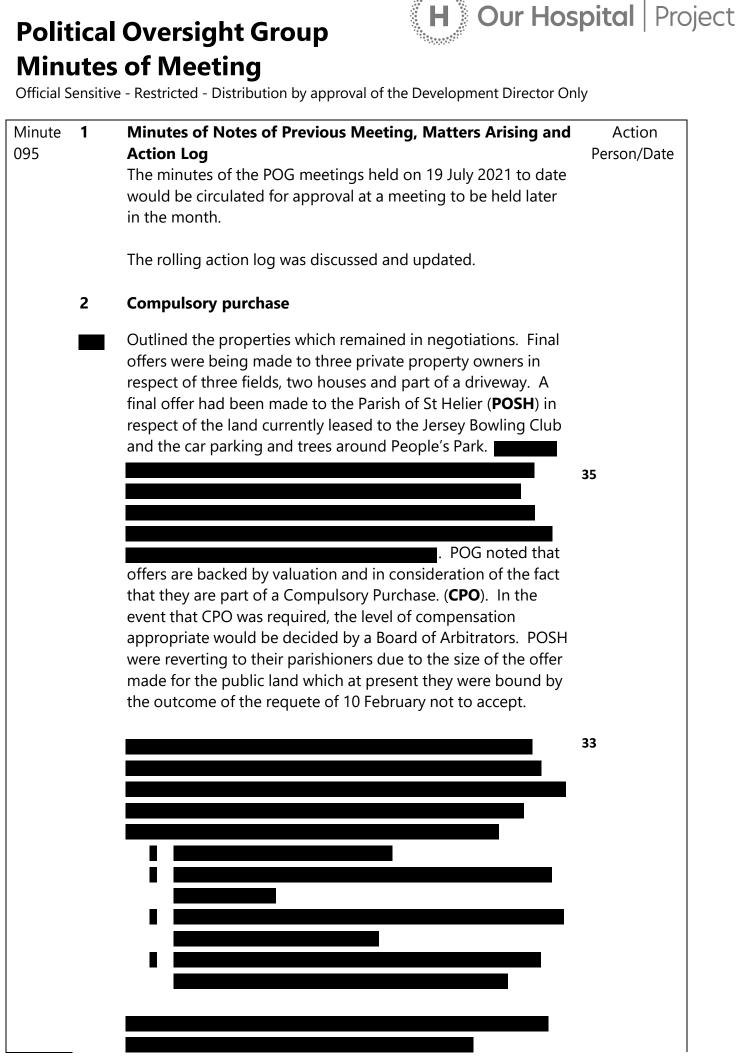
Caroline Landon – CL – Director General, Health and Community Services Richard Bell – RBe – Director general and States Treasurer Hazel Cunningham – HC – Group Director, Finance Business Partnering and Analytics Andy Scate – AS – Director General, Growth, Housing and Economy

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Apologies:

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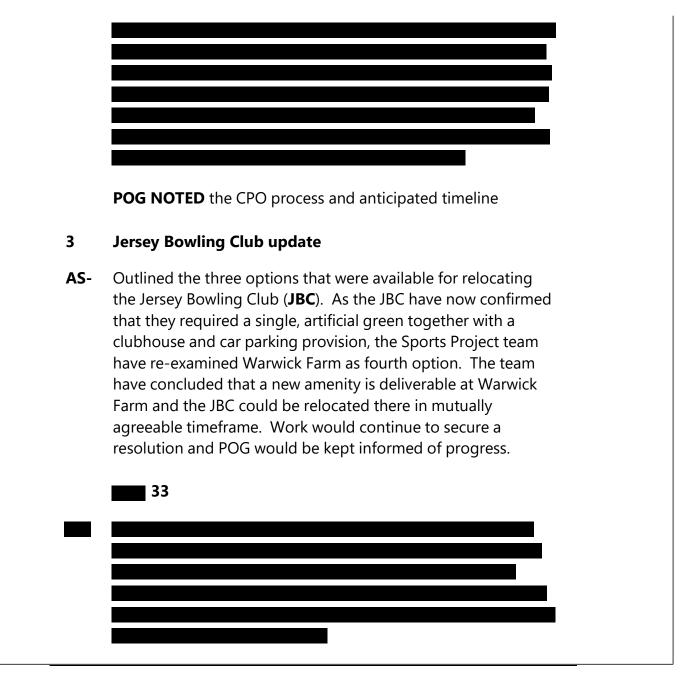
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Political Oversight Group



Minutes of Meeting

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Date of Next Meeting

Minute	The next meeting will be held on Wednesday 29 October 2021 at	Action
096	09:30 hrs in the Council of Ministers Meeting Room, 1 st Floor, Broad	Person/Date
	Street Offices with remote access via Teams	