

**Response to a Question Pursuant to Rule 14
of The Rules of Procedure of the States of Deliberation and their Committees**

Subject: Capital Portfolio Update

States' Member: Deputy Gavin St Pier

Date received: 2nd December 2020

Date acknowledged: 14th December 2020

Date of reply: 16th December 2020

Question:

The States last published in May 2019 an update on the progress of the Capital Portfolio as part of the 'Policy & Resource Plan – 2018 Review and 2019 Update' ('the May 2019 Report')

It is understood that a revised portfolio will be submitted as part of the new 'funding and investment plan' in the 'recovery strategy' for submission to the States of Deliberation in the first quarter next year.

Given this will be nearly two years after the last portfolio update, would the Committee please publish an update on progress of the Capital Portfolio project-by-project in a format similar to Appendix 9 of the May 2019 Report?

Response:

Thank you for the opportunity to respond to the question. The response is set out overleaf:

CAPITAL REPORT

This report is presented to update on progress made by programmes and projects within the Capital Portfolio funded from the Capital Reserve. The report includes all programmes and projects whether prioritised in the current or previous portfolio periods and reflects the current position.

Open Projects

11-18 Schools

This is a project within the Transforming Education Programme. The capital project to implement one school on two sites is in on hold pending a review of Secondary Education models. The review is required to be reported to the States no later than April 2021.

Update:

The review is on track. November 2020 saw the completion of staff consultation workshops and a briefing for the new Committee for Education, Sport & Culture (CfESC). A briefing workshop took place with States members in early December 2020.

The project team is now working with the new CfESC to finalise the review and produce a Policy Letter, which involves:

- aligning the review with the new CfESC's emerging Education Strategy and key principles; and
- complete the final cost models and prepare the Policy Letter for consideration by the States by April 2021.

Affordable Housing Programme (Phase 1)

The driver for this programme is to provide sufficient capital to enable an affordable housing development programme that works towards meeting the Island's affordable housing requirements. 'Affordable housing' is defined as intermediate housing (partial ownership) and social housing (social rental housing for households on low incomes or with other needs identified by the Committee for Employment & Social Security (CfESS) as well as specialised and key worker housing).

Update:

The 'Funding Affordable Housing Developments project' is an ongoing, rolling project funded by the existing Corporate Housing Programme Fund to work towards meeting the Island's affordable housing requirements. The funding was requested to continue funding developments to meet the Island's affordable housing requirements, which are currently based on meeting the States agreed (Billet d'Etat XIX 2018) States Strategic Affordable Housing Indicator of 178 units for the 5 year period of 2017 - 2021, with a +/- variance of 32 units. This status update reports on the funding for developments only.

Work is progressing on intrinsically linked projects, which, for completeness, need to be highlighted.

(1) The States Strategic Housing Indicator project: The current affordable housing requirement figures only include the number of units required to meet the predicted general needs social rental and partial ownership housing requirements. It does not include the housing requirements of the wider "affordable housing" definition as defined by Planning Law. At present, a model does not exist to project all the required components. A new modelling process is being developed as part of the States Strategic Housing Indicator project within the Housing Strategy programme

(endorsed by the States in July 2018 and set as a Priority Policy Area (PPA) in the former Future Guernsey Plan) to better project the Island's housing requirements. As a result, the Affordable Housing Indicator project will be reviewed and this will better inform the Funding Affordable Housing Developments Project.

(2) The Affordable Housing Development project (which also falls under the Housing Strategy programme) has been established to take into account the development and redevelopment potential of all States-owned affordable housing stock (including key worker and specialised housing). The outcome of this project, together with the Affordable Housing Indicator project, will inform the land and funding requirements for affordable housing developments for the next 5-10 years.

(3) Housing Strategic Provision Review: This review was scheduled to commence in Quarter 2 2020 but was put on hold due to the instruction to pause non-essential expenditure as a result of the COVID-19 pandemic. This review will consider the providers of affordable housing and the housing association structure in Guernsey and, as with the other two projects, could impact on the funding structure of the Affordable Housing Development programme going forward.

The outcome of these interlinked projects will provide a complete picture to enable a fully informed funding requirement including the number of affordable housing units needed in Guernsey in the next e.g. 10 year period; their size and tenure ; where the land to meet this requirement should come from and who should develop the units.

Airport Pavements Rehabilitation

The reconstruction of the runway, taxiways and aprons including provision of improved drainage, aeronautical ground lighting and treatment of historic foam residue pollution hot spots.

Update:

The Airport Pavements Rehabilitation project is largely complete, with the exception of the (Perfluorooctane Sulfonic Acid (PFOS) Bund Remediation Works which are still subject to further investigation into options for the long-term treatment of contaminated soils. The Pollution Control regulator formerly confirmed its advice regarding a range of acceptable solutions in October 2019 and these are being evaluated by PFOS consultants.

Some delays have been incurred on locating suitable sites containing sufficient residual contaminant to ensure field tests are representative of soils in bund. Unfortunately, initial testing failed to locate sufficient sites. Revised samples were taken in Quarter 4 2020 and results now awaited.

Alderney Airport Runway Rehabilitation

The project is a full refurbishment of the existing airfield pavements through a marshall asphalt overlay to the full length (877m) of runway 08/26, taxiway bravo and the airfield apron.

As part of the works runway 08/26 will be widened to 23m (currently 18m), the approach lights will be replaced, a new drainage system will be installed to suit the revised runway width, the airfield lighting will be upgraded to LED fittings to facilitate improved visual references in low visibility, improved energy efficiency and improved luminance.

Update:

Project Start-up meetings were held with AECOM in October 2019. A number of technical notes have been issued and addressed, reviewing aircraft and design traffic levels, design aircraft and performance parameters and the aviation design standards proposed to be used. Survey data on harbour constraints have been provided, along with data used to design the drainage model. Survey scopes were drafted and issued on the procurement portal in November 2019, detailing requirements for topo, geophysical and ground / pavement investigation surveys. Initial discussions with the Alderney Planning Officer have been and initial meetings with the Civil Aviation Authority have been completed. A Pre-Qualification Questionnaire (PQQ) for contractors have generated expressions of interest which are being scored to prepare a shortlist. Preliminary designs have been completed and signed off in April 2020. All surveys on site were completed in early December 2020, the results of these are being included in the detailed design drawings.

Bus Fleet Replacement

This project is a phased replacement of existing ageing bus fleet originally scheduled for 2016, 2018 and 2020.

Update:

Phases 1 and 2 were completed in 2017 and 2018 respectively with 12 Ultra-Low Emission Euro 6 Diesel StreetVibe Buses delivered in Phase 1 and a further 22 identical vehicles delivered in Phase 2. In terms of Phase 3, the remaining 8 ageing Caetano buses still require replacement but there are a number of matters that need to be addressed before final tender documents can be issued.

Castle Cornet Refurbishment

This project aims to improve the commercial viability and operational efficiency of the Castle as a tourist attraction and local amenity.

Update:

An initial draft policy letter had been prepared but further work is required to establish the detail including costs. The only expenditure to date is in respect of an accessibility audit which will help us put together some of the proposals. Design concepts, especially those for the proposed new Maritime Museum, are being worked on by Museum staff in consultation with Property Services.

CCTV Replacement

This project is to upgrade and replace the Public Safety CCTV System which is in place at the Airport, Harbours, Town Centres, Courts, Police Headquarters and Beau Sejour Leisure Centre.

Update:

There is further work necessary to get a suitable business case circulated. Delays to date are associated with an attempt to balance other priorities and obtaining the relevant information. Discussions are underway with Agilisys / Guernsey to commission a piece of work to collect the necessary data. In an effort for progress matters an initial meeting has taken place with Agilisys to ascertain options for progressing CCTV. What has been decided is to look at bringing CCTV into transformation. The team is currently pulling together the strategy, technical information, support, challenges and proposed next steps.

Coastal Flood Defences (Phase 1)

This project is the provision of flood mitigation measures at St Sampson harbour (the bridge) and Belle Greve Bay. (Note that "phase 2" is the investigation into and provision of flood mitigation at 7 additional areas around the coast and this will not be delivered in one hit).

Update:

St Sampson's Harbour is identified as the top area most vulnerable to sea flooding. The adaptation measures required to protect this area are being considered as part of the preparation of the Bridge regeneration project, which is also tied into the development of the Leale's Yard Regeneration Area.

Community HUB

This project will review options for interim vs long term community hub models, including single vs wheel & spoke, the number & range of services that should be included, in addition to the requirements for a physical premises.

Project 1 - Children & Family Services Community Hub

Includes service review and the delivery of transformation (capitalising on the benefits and New Ways of Working (NWoW) achieved through the COVID-19 response), identification of quick wins (i.e. supporting mobility), re-design of the physical space provision e.g. clinic & office facilities to support new working styles, incorporating for example, ratio desking.

Project 2 - Investigation & Identification of long-term Community Hub

Includes Adults Community Services co-located with complementary services from private, other statutory and voluntary providers, in a modern facility for the benefit of colleagues, people accessing services and the wider community.

Update:

Awaiting updated requirements following (NWoW), this will enable to revalidation of the premises selection for a request to prioritise the project. This capital project is one that is part of a series of initiatives that requires political evaluation and prioritisation as part of the States Future Strategy. No progress can therefore be made until this evaluation takes place (across all projects) and political direction is given.

Digital Infrastructure – Pipeline

Building the future digital infrastructure on the island and planning the strategy to deliver enhanced high-speed connectivity to both homes and businesses on the island, as set out in the 2018 Telecoms Strategy. The States agreed this as a critical priority as part of the economic development strategy.

Update:

The Committee for Economic Development will be bringing a Telecoms policy letter to the States during the first Quarter of 2021.

Electronic Patient Record – Formerly the EHSCR Programme

An Electronic Patient Record (EPR) solution sits at the heart of all health and care systems' IT estates. The States' EPR solution is ageing, with the version licenced by the States no longer being supported by its supplier elsewhere. The supplier intends to remove support from the States in March 2021, and it is not thought that it is either viable or beneficial to extend this. This creates a significant risk to the ongoing provision of health and care services, which must be addressed.

The EPR Procurement project aims to address significant risks to the provision of health and care services by procuring a replacement EPR before support for the existing system is withdrawn. It is also seeking to do this in a manner that allows the States of Guernsey to progress its strategic ambitions for the delivery of these services.

Update:

The States of Deliberation debated and approved a Policy Letter in May 2020, which triggered the start of an ongoing tender process. Phase 1 and 2 of the tender process have been completed and the final 3rd phase will identify the preferred supplier. This process is running behind schedule but should conclude in Quarter 1 of 2021.

With regard to the current support arrangements for TRAKCare, InterSystems provided a letter confirming that they would extend the current agreement by 12 months to 31 March 2022.

Environmental Impact Assessment - Land Reclamation & Development

This project includes the detailed environmental impact assessment on potential land reclamation and future development east of the QEII Marina, to help inform the preparation of the Local Development Strategy for the St Peter Port Harbour Action Area funded from the Capital Reserve.

Update:

Royal Haskoning DHV have commenced work on the environmental impact assessment. The traffic survey has been delayed to January 2021. The benthic survey has been delayed until Spring 2021. The completion date of the Environmental Statement is now the end of August 2021 due to the survey delays resulting from the COVID-19 travel restrictions in place.

Footes Lane Refurbishment

The project is to rebuild the athletics track to include:

- an additional two lanes to convert into an eight lane 400metre track;
- installation of additional infield drainage along sides of track with artificial grass margin;
- maintenance and repair works to the Garenne Stand; and
- installation of a multi-use accessible viewing platform on Level 2 and reconfiguration of Level 2 toilets to include an accessible option.

Update:

Following the news stating the Guernsey 2021 Island Games will no longer be taking place in July 2021, a draft scope of works for phase 2 of the works has now been compiled. This includes works to refurbish the level 2 toilet facilities (including the provision of an accessible toilet), the addition of a multi-use accessible viewing platform on the first floor of the Garenne Stand, remedial works to the Garenne Stand and remedial works to the gymnasium. Currently work on scoping and tender documentation is being delivered by Property Services personnel (project management and design services).

A request for minor capital funding for remedial works to the car parking areas (including additional accessible parking spaces) has also now been approved - and will be programmed in accordingly with the rest of the above phase 2 works.

A more realistic programme for the issue of tenders in accordance with procurement guidelines and best practice is now expected for Quarter 1 2021 with delivery expected to commence during Quarter 1 / Quarter 2 2021.

Future Guernsey Dairy

The project relates to the development of a new dairy, the current 'preferred way forward' is a new dairy on a new site. This is based on the work completed to date as part of an assessment of several options in line with strategic objectives. However, all options will be developed as part of the project development and business planning process. A further Policy Letter is to be laid before the States of Deliberation to seek endorsement to proceed with the 'preferred option' and/or to obtain alternative direction based on the propositions laid.

Update:

The Policy Letter was debated July 2020 and direction given by the States of Deliberation to progress to the next stage of the project to facilitate completion of the design and analysis stage.

An Expression of Interest (Eoi) and (PQQ) was issued on the States of Guernsey Portal. Five companies were identified as suitable to progress to the next stage and approval was received from the Dairy Project Board early September 2020 to move to the Invitation to Tender (ITT) stage with these companies.

ITT documentation is being finalised and will be submitted to both the Dairy Project Board and Dairy Management Board in December 2020 for approval prior to sending out to the select list of tenderers before the end December 2020.

Future Harbour Requirements

Analysis of future harbour requirements for a report to the States by December 2020.

Update:

The initial project phase with consultants Jacobs has closed, with a Discovery Report, Stakeholder Summary, Demand Study, Spatial Requirements, Options Development & Evaluation Report and Summary Report now received.

The next stage is to review the Jacobs data, model options to see if safe and reliable navigation is possible and to assess in more detail the impacts, practicalities, and potential benefits of the various options and to form this into a Policy Letter. A governance restructure has been undertaken to suit transference into the next stage and in line with elections. A new Senior Responsible Owner (SRO) has been appointed. The States Trading Supervisory Board (STSB) has informed the States' that the final Policy Letter will be delivered in June 2021 rather than Dec 2020'.

Future Inert Waste Facility

The project is to identify a future solution for the management of residual inert waste to replace the current provision when the existing Longue Hougue Reclamation Site becomes full (estimated to be by December 2022). The proposed solution and 'preferred way forward' is a replacement land reclamation facility for management of residual inert waste south of the existing Longue Hougue facility (known as Longue Hougue 'South'). The scope of works included will include the design and construction of a breakwater /bund as a continuation of the existing arrangements to as far as Spur Point.

Update:

A Policy Letter was considered at the States on 22nd April and the States gave their approval to proceed with the proposals and to direct the (Development and Planning Authority (D&PA)) to produce a local planning brief, including a Planning Inquiry. The States agreed that this project needs to proceed with urgency. A procurement process commenced in May to secure consultancy resources to undertake a local planning brief.

The tender process has been completed for securing a consultant to undertake the local planning brief. The Local Planning Brief (LPB) Project lead has confirmed that the contract to contractors LUC to conduct the Local Planning Brief (LPB) has been signed. The inception team meeting for the commencement of this work was held on the 17th September. The first draft of the LPB has commenced and will be provided to the D&PA) in Quarter 4 of 2020.

Work has also commenced in securing a Planning Inspector for 2021. The Invitation to Tender (ITT) has been published and it is anticipated that the tender process should be completed by the end of December 2020. It will be key to the timescales for the project that a Planning Inspector will be available for February 2021, with only a limited number of people suitable for the position.

A meeting was held with Société Guernesiate on the 29th October to discuss the scheme and the plans for the LPB with the contractor LUC.

Work related to developing a project delivery & procurement strategy is due to take place with a team workshop to be carried out in the coming months.

Guernsey Airport Hold Baggage System Upgrade

The project is split across 2 stages. The first stage upgrades the existing hold baggage system including In Gauge and Out of Gauge x-ray machines, to conform to Department for Transport security requirements by utilising the existing Airport Building footprint. Stage 2 adds an extension to the west of the terminal building to enable the hold baggage system to be extended and future proofed.

Update:

The Policy & Resources Committee (P&R) approved funding for the Stage 1 in November 2020.

As of November 2020, the Client Project Manager (CPM) and main supplier (X-Ray provider) contracts were prepared and awaiting signatures. The framework tender documentation for contractor appointment had also been issued, returned, and are currently being reviewed. The project team reported that mechanical and electrical enabling works commenced on site, and the Airport Security Provider (G4S) design workshop had been undertaken to establish security operational requirements alongside project proposals. This included further workshops with Blue Islands and Aurigny.

Stage 2.

Next Steps for this project include:

- the negotiation and sign off of the Baggage Integrator supplier contract pack including maintenance;
- completion and sign off of key consultant (Technical Assurance) contract;
- the finalising of project budget and Conclusion of Framework tender for contractor appointment; and
- site works to be commenced to enable site for the first X-Ray delivery and placement.

Guernsey Institute

This programme involves the integration of the current Guernsey College of Further Education, Institute of Health and Social Care and the GTA University Centre into a single organisation for further & higher education. This includes the integration of the three existing organisations, the design and build of a new campus at Les Ozouets site, and the devolution of governance to a Board of Governors.

Update:

Work is already in progress to create a single integrated organisation, following the development of a strategic vision, new branding and delivery model. Regular sessions are being held with staff to facilitate its creation.

The tendering for a lead architect to design the new campus is underway with an appointment expected early in 2021. This will enable the preparation of the project to go out to tender by July 2021.

Other progress includes:

- the development of the TGI Digital Roadmap: this will set a vision and plan for the use of technology in the institute to facilitate the integration of the three organisations and help create an appropriate learning environment;
- a maturity assessment has been delivered and review sessions are now underway; and
- Education Law: Primary Legislation Policy Letter has been written and will be utilised as a hand-over document for the new CfESC.

Guernsey Runway Extension

Development of the business case and cost benefit analysis for the extension of the runway at Guernsey Airport to create a 1,700 metre runway.

Update:

Development of the business case and cost benefit analysis for the extension of the runway at Guernsey Airport to create up to a 1,799 metre runway was completed in February 2020 prior to outbreak of the COVID-19 crisis. The previous Committee for Economic Development (CfED) had committed to provide a review of the report's findings, conclusions and recommendations during Quarter 4 2020 – Quarter 1 2021 to consider the implications of the COVID-19 crisis. Following the general election, the new CfED has advised that it now expects there to be a review of the Frontier Economics report before the end of Quarter 2 2021. Subject to the outcome of the review of the Frontier Economics report and, if, following consideration of the review the Committee is minded to present a policy letter for States approval, the commissioning during Quarter 3/4 2021 of detailed plans and a full environmental and social impact analysis will likely take place.

Home Affairs Estate Rationalisation

This project involves a number of initiatives being progressed regarding property requirements for the Committee *for* Home Affairs (Home Affairs).

Update:

Various programmes have been implemented over a number of years to consider the rationalisation of property utilised by Home Affairs over the previous term which, whilst highlighting a number of options, has not been able to deliver the optimum result; albeit it has reduced the number of privately rented properties.

One property that continues to be leased from a private landlord is Ozanne Hall at Mignot Plateau, which accommodates a number of enforcement teams including the Financial Crime Team and the Financial Intelligence Service.

Moving forward, this property has limited scope to be able to deliver the known requirements of these teams and therefore an option to break the current lease arrangement in relation to this building from the private landlord in 2021 is being considered. In order to avoid further long-term expenditure on the lease, there is a requirement for the relocation of the teams operating from this building.

Property Services have previously prepared an options paper to the previous Committee for Home Affairs and Property Services are prioritising the progression of plans to secure a suitable location within the States property portfolio with the appropriate facilities. One option being considered is the utilisation of the Upland Road Business Centre (URBC).

The exact funding requirements are being assessed and the Head of Estates Strategy - Property Services is in liaison with the Portfolio Director at Policy & Resources.

Additionally, Home Affairs Central Services was temporary relocated from Les Vardes House to URBC in April 2019. A more permanent location for this team is yet to be secured and continues to be considered. There are a number of options available which include, but are not limited to, a potential move to the Fire Station should their current office accommodation be suitably altered, or to remain at URBC.

The Home Affairs Committee have not yet had time to consider Estate modernisation this term but are aware that Guernsey Police need to relocate from a costly and outdated building into an appropriate functional building that can provide all the modern facilities required of a modern law enforcement headquarters, reducing the amount of public money necessary to maintain facilities in its existing outdated building.

The strategic requirements to meet the operational needs of Bailiwick Law Enforcement and other blue light services will be further considered and researched by Home Affairs, and progressed once the current phase of relocation is underway.

Hospital Modernisation

The ten-year Hospital Modernisation Programme seeks to ensure that acute services are part of an integrated system of care, provided from a hospital that is safe and modernised, with a layout which is sufficiently flexible to meet future needs and that can more easily adapt to future developments in health care. It will provide a patient focused environment that will support improved staff morale and efforts to recruit and retain staff, improve accessibility of the site and improve the look and feel of the hospital environment.

Update:

The Phase 1 -Royal Institute of British Architects (RIBA) stage 3 drawings (developed design) has now been completed and are being prepared for sign-off by the Customer Board. This will be followed by completion of end of stage reports and sign-off by the Programme Governance Board. The planning application for Phase 1 has been approved. A separate application for the electrical substation and temporary works is due to be submitted by the end of the year.

Phase 2 and 3 designs are still being completed to RIBA Stage 2 and sign off is planned for December 2020. It is anticipated that the Phase 2 & 3 RIBA3 drawings will be commenced in March 2021 when the scope will be required to be updated. The programme team have prepared a funding request to progress to RIBA Stage 4 designs (detailed design) which has been submitted to P&RC for consideration on 14th December.

If the funding is approved by P&R the RIBA Stage 4 drawings and financial modelling will be commissioned and a programme for the completion of the next stage of works for Phase 1 will be confirmed. A logistics review has been commissioned to examine Electrical and Biomedical Engineering (EBME) and Stores supply chain with a view to develop Equipment Library and stores facility off site to support Hospital Modernisation. The data gathering and draft logistics report has been well supported. The final report and recommendations have been delayed by COVID-19 vaccination planning pressures on the department for Health and Social Care (HSC)

Household Waste Recycling Centre (HWRC)

Construction of a Household Waste Recycling Centre (HWRC).

Update:

The Certificate of Practical Completion was signed on 24 May 2019 and the HWRC was handed over to the States of Guernsey by the Contractor (J.W. Rihoy & Son Ltd) and subsequently opened to the general public on Tuesday 28 May 2019. The one-year defects period under the contract with retention monies held expired on 24 May 2020. A list of defects has been agreed with the contractor who are in the process of rectifying these defects. This has taken slightly longer than anticipated but is nearing completion.

The Post Implementation Review (PIR) started in January 2020. The final PIR report has been received and will be distributed imminently. A planned customer satisfaction survey has also been delayed due to COVID-19 and will now be conducted early in 2021.

HSC Residential Accommodation Review

This project includes carrying out a review of the residential property portfolio and determining an appropriate strategy for the c.12 buildings (e.g. maintain / repair / refurbish / dispose / alternative use).

Update:

Progression of the Housing Development Programme, the need to further explore the suitability of current sites, as well as the impact of the COVID-19 outbreak on HSC and workloads, is ongoing.

Several meetings at officer level have now taken place with HSC, ESS and Guernsey Housing Authority (GHA).

A preferred solution has been identified, which involved development at a new location, enabling the vacation of Chateau Reve and Sunnybrook, which will kick-start the rest of the programme. The business case will need updating following planning approval to progress the preferred solution for and enabling project - Project 1.

On completion of a finalised version, it will be shared with the GHA and ESS ahead of being submitted to HSC and P&R.

The next meeting, to finalise designs, prior to returning to Planning for support to progress is due to take place

Given the new approach, timelines have been updated accordingly.

Hydrocarbon Supply

The vision of the programme is to deliver “a safe and secure hydrocarbon supply delivering socio-economic value to Guernsey”.

Update:

Energy Policy was approved in the first half of 2020 including a report on the Hydrocarbon Programme and resolution to divide the programme into 3 areas:

- The Energy Policy.
- The Future Harbour Requirements Programme.
- Interim support regarding vessels approaching end of life.

The Energy Policy has been approved and implementation has commenced. The Future Harbour Requirements Programme is due to revert to the States in June 2021, and interim support is being provided on a regular basis focused on the first vessel to reach end of life.

IT Transformation

The aim of the Transformation Programme is to:

- deliver IT Transition, moving all IT assets into Agilisys Guernsey operating model (this work was completed in Jan 2020 on time and under budget); and
- provide the States with IT Services “that just work” which will provide a stable, secure and resilient foundation platform for Smart Guernsey (FDS) delivery, Public Service Reform (PSR) and for States staff to work and interact using a modern workplace “Model Office” services.

Update:

Overall, the programme is on track with work progressing in each of the sub-projects - end user computing, hosting, networks, voice, information assurance and on-premises SharePoint. Work is also being undertaken to support the Transforming Education Programme with the development of their Digital Roadmap.

This is a long programme of work, with the majority of projects concluding in Quarter 4 2021, however one of the smaller projects will not conclude until October 2022. The programme is on time and on budget.

La Mare Primary School

This project is the rebuilding of La Mare de Carteret (LMDC) Primary School. This is dependent on (a) completion of a review of primary school provision across the island ('The Primary Review') and (b) clear timeframe for vacating LMDC High School which will be determined by the outcome of the Secondary Review.

Update:

This project is yet to formally commence, awaiting outcomes of the above dependencies.

Leopardess Replacement

This project is to review and make the most cost-effective provision of a States' fisheries patrol and enforcement capability (assumed for the sake of a starting point to be a fisheries patrol vessel, or vessels, of some nature) - which is also capable of wider use for other States' marine tasks.

Update:

The project has stalled due to lack of resources. However, a committee paper will be taken to Committee for Economic Development (CFED) in Quarter 1 2021 with a view to progress this work stream. The current vessel continues in service while no major repair is required.

Lockdown Exit Phase 5C

The programme scope is to implement a tranche of projects to deliver the exit from lockdown Phase 5C. The projects and work-streams include:

- the 'End to End Traveller';
- Trak and Trace system;
- increasing the testing capacity of pathology systems for testing COVID-19;
- the new self-administered testing process on day 1 and the clinician administered test for day 7 (where applicable)'
- the Ports Welcome Team mobilisation to supervise tests and process travellers on arrival;
- a new GBA call and visit workflow system; and
- Port infrastructure for testing facilities and associated communications to the travelling public.

Update:

The programme 'go live' commenced on the 28th October with the Day 1 self-administered test SWAB at the ports and the implementation of the Travel, Trak & Trace system. From 'go live' to 30th November 2020, 2,089 self-administered SWAB tests were carried out on arrival at the ports.

Operation 'Jingle Bells' was also implemented during the first week of December with 879 people travelling into the Bailiwick between Friday 4th and Sunday 7th December. Of that number, 710 opted to take a test, or 81% of travellers. The travel tracker, Trak and Trace systems and processes operated smoothly.

The programme Phase 5c is working as planned. The next steps are to introduce some improvements through a series of 'change controls' to the system that are currently underway, to implement the Category 2 scenario within the Travel and Tracker. The programme board will also present a paper on the potential options for charging for tests in December to the Strategic Coordination Group (SGC) and Police and Resources Committee (P&RC).

Mont Crevelt Breakwater Reinstatement

This project aims to close the gap in the breakwater which was created as part of the St Sampson's Harbour Development works. This work is also essential in optimising the use of the Longue Hougue land reclamation site for inert waste, and in preventing material outflowing from the site.

Update:

Site investigation work was carried out in early September 2019 and this informed the final engineering requirements for the project. The programme has been delayed by delivery of the detailed design by Tensar which is key to issuing the tender documents. This delay is partially due to COVID-19, which will also affect the ability of contractors to visit the site. Additional issues have arisen during the design phase which have resulted in a further delay. This has meant that it will be impossible to meet the low tides in March to commence the work, which will now have to commence in September. Planning permission will expire at the end of March 2021, and will need to be applied for again before works commence.

A revised programme has been developed which will see tender documents issued early in 2021, with works commencing in Autumn 2021. Next steps are to finalise the design and tender documents. A contract has now been signed with the supplier of the proprietary system to be used for the infill, enabling final design of this element to be completed ahead of tendering.

Online Passport System

This project includes the on-line passport application and work-flow system.

Update:

Due to the COVID-19 impact, the start date has been pushed back. The design work is due to start in August 2021 with roll out estimated in April 2023.

Replacement Cremator

This project is to replace the island's Cremator and Emissions Equipment.

Update:

JW Rihoy commenced works on site 3rd March 2020. The site was subsequently shut down due to COVID-19, but work has now recommenced on site. Completion was anticipated October 2020, this has now been revised to August 2021.

Revenue Service Programme

This programme will introduce a new operating model for the collection of income tax and social security contributions through 3 phases.

Update:

Phase 1 (Completed): Assess the business justification and risk profile and develop the Target Operating Model (TOM).

Phase 2 (the current phase): Develop the TOM including

- creating a single service and organisational structure;
- mitigate the risks associated with the current IT systems;
- improve customer understanding and satisfaction by introducing new and improved digital services and greater automation (to include a single sign-on function, online ID verification and online repayments and status updates); and
- using information and data deduced throughout the phase, develop the specification and start the procurement process for the replacement IT solutions.

Phase 3 (the Final Phase): Complete procurement of, and then implement, the right replacement IT solutions for the service, as identified in Phase 2.

Update:

Development of the Personal Tax Return (PTR) has commenced but is behind schedule due to the impact of COVID-19. The Corporate Case Management solution is ready to go live and work is ongoing on Corporate CIAM (customer identification and access management) portal to improve access to the existing and new corporate tax forms data migration from the legacy contribution and income tax systems has started and is expected to take 12-18 months.

Options for meeting the milestones within Phase 3 budget were agreed by the Programme Board in the December board meeting.

Ballast Water Management System (BWMS) project for the Sarnia Cherie

This project is a regulatory compliance capital project to design and install a BWMS on the vessel Sarnia Cherie. The Policy & Resources Committee approved grant funding for the project.

Update:

Initial dry dock work was completed in March 2020 and pre-fabricated pipework and valves have been completed and shipped to Guernsey prior to decision on shipyard to be used for installation. Design work is near completion. Despite being slightly behind schedule at this stage the overall project is still forecast to be completed on time in March 2022 as the work is completed in stages during scheduled dry docks.

Seafront Enhancement Area

The Seafront Enhancement Area (SEA) programme is one of the policy priorities identified by the States of Guernsey in the Future Guernsey (Policy & Resource) Plan. A political-level cross-committee body, the SEA Steering Group was established with the mandate of coordinating the approach of the States of Guernsey to the Seafront Enhancement Area policy, and for the potential development and enhancement of the eastern seaboard.

Update:

The P&RC has given in principle agreement to release funding from the Budget Reserve in order to produce information that would shape the development of the SEA long-term development strategy. A preferred bidder will be appointed to support this work in Quarter 1 2021.

St Peter Port Harbour Action Area

This project encompasses the Local Planning Brief for St Peter Port Harbour Acton Area (SPPHAA) including evidence and data gathering, independent Planning Inquiry and public consultation.

Update:

This project is at pre commencement stage. Some funds were drawn to contribute to the QEII EIA project so that data gathered could also inform the SPPHAA project once commenced demonstrating value for money. The commencement will be determined by the SEA programme work and therefore commencement and estimated finish date is not possible at this time.

St Sampson Fire Main

This project is the replacement of the St Sampson Fire Main pump.

Update:

A specification for the pump replacement was drafted. COVID-19 restrictions across the world, have had an impact on the supplier obtaining machinery and parts required for the installation.

During March 2020, survey works were completed to identify the location and severity of the leak from the Fire Main pipework. A tender process followed to identify a contractor to carry out the repair work once the current travel restrictions to Guernsey are lifted. Funding was subsequently approved to carry out the repairs work. Contractors have now been engaged.

Although there was an initial expectation that the rectification works to the pipeline leak could be completed by end of 2020, the recent UK lock down and tightening travel restrictions to Guernsey due to COVID-19, means that the works are likely to be delayed until 2021. The completion of the pump replacement will be delayed until 2021, due to a 22-week lead time on the supply of the equipment from the manufacturers.

Turntable Ladder Fire Appliance

This project is the procurement of a replacement Turntable Ladder Fire Appliance for the Guernsey Fire & Rescue Service.

Update:

The vehicle was delivered to Guernsey in November 2019, slightly earlier than the contracted delivery date and for slightly less than the agreed contract price due to a few minor adjustments during the build. The vehicle has since passed user acceptance testing.

Transforming Education Digital

This project is the delivery of ICT transformation across education settings to support high quality teaching and learning.

Update:

Following the Digital Roadmap for Education, which was developed for primary, secondary and Special Educational Needs and Disability (SEND) schools in 2018, work is now underway to produce the relevant justification for the investment and plan/prepare for its deployment.

Transforming Transactional and Business Support Services (TTBSS)

The programme formally began in September 2019 with the objective of addressing systemic inefficiency by combining the availability of new technology with the capability to re-design services and their supporting processes and manage the transition to a new model of service delivery. The Transforming Property and Facilities Management Services Programme is also being delivered as a workstream within the TTBSS programme.

Update:

Whilst the programme has experienced delays due to resources being redeployed to deal with the COVID-19 emergency response, it has to date:

- completed the discovery and high level design of the new Organisational Target Operating Model (OTOM);
- launched Robotics Process Automation (RPA) solutions for The Hub, with a roadmap of more RPA opportunities;
- designed and built a Customer Identity and Access Management (CIAM) solution to securely manage digital customer access;
- designed and built the foundation and initial stages of a new MyGov portal for individuals and organisations;
- created and launched an Enterprise Digital Platform (EDP);
- built and launched minimum viable products for digital services in ESS for unemployment and sickness benefits;
- started design for a digital ESS income support service;
- completed a wider review of efficiency opportunities in ESS;
- completed discovery and design, and commenced delivery for digital services in Planning and Building Control

- completed discovery and design work and commenced delivery within Property Services to redesign and improve the operating model;

Plans for the next phase of the programme was recently reviewed by the Programme Steering Group, with significant progress expected during Quarter 1 2021.

Virtual Machine Environment (VME) Replacement

This project covers the replacement of the Fujitsu's VME Operating System and associated applications to hold the core Revenue Service tax and contribution data due to a product no longer being licenced as at end December 2020.

Update:

This is a new project that commenced in May 2020 and is due to complete in May 2022. High level designs have been agreed between Agilisys and Fujitsu and orders placed for VME infrastructure. The project is currently on course.

Waste Transfer Station

This project is the construction of a Waste Transfer Station and associated infrastructure at Longue Hougue.

Update:

The Certificate of Practical Completion was signed on 8th February 2019, and at which time the Waste Transfer Station (WTS) was handed over to the States of Guernsey (Guernsey Waste) by the contractor. There is a one-year defects period under the contract and the team are currently managing the contract closure process, including defects rectification with the contractor.

The PIR started in January 2020. Due to the continuing travel restrictions the report on which will be issued and distributed electronically in Quarter 4 2020.

Operation and maintenance of the new facility continues under States Works, under a 10-year service level agreement.

Completion of the defects is progressing slowly due to the COVID-19 pandemic and the restrictions on working. It is anticipated that the last two remaining items will now be completed by early 2021.

Closed/Closing Projects

Cyber Security

The feasibility study and developing a business case for the establishment of a Computer Emergency Response Facility (CER) This project will aim to improve the protection of data held within the Bailiwick and the ability to prevent and respond to the increasing threat of cyber-attacks.

Update:

Following the conclusion of the feasibility study a decision was taken to move forward with the establishment of a CER Team using service development (revenue) funding.

Future Digital Services (FDS)

Procurement of FDS Partner to deliver economic development, public service reform and IT services for the States of Guernsey.

Update:

This project has concluded with the States Assembly taking the decision in June 2019 to appoint Agilisys Ltd as the preferred bidder for its Future Digital Services Programme. The contract was formally signed in September 2019.

HSC LAN

Replacement LAN / WiFi network infrastructure for Princess Elizabeth Hospital (PEH) and other health and social care sites.

Update:

The project is complete, and now considered business as usual under a support arrangement with XMA Limited.

Office Rationalisation SCFH Phase 1

This project was to move services and colleagues away from Cornet Street and Grange House, primarily to Sir Charles Frossard House (SCFH).

Update:

This project has successfully delivered the aims set out and awaits formal closure.

Deputy Peter Ferbrache

President

Policy & Resources Committee