

# Meeting Notes: Programme Board

Date:	Monday 29 October
Attendees:	Catherine Madden (CM) (Chair), Jacquie McGeachie (JM), John Rogers (JR), John Quinn (JQ) (SRO), Stephen Hardwick (SH), [X] (SJ) [X] (AM), Andy Bell (AB), [X] (IR), [X] (LP)
Apologies:	Ian Burns (IB)



## 1. Progress Report

AM and AB provided a verbal update which included:

- A summary of previously circulated governance and control groups' terms of reference: Programme Board, Operations Board, Commercial Group, Design Group.
- Progress with Phase 1, which presently includes arranging various diagnostic events, including Future Jersey, Big Conversations and Our Conversations, and recruitment of Team Jersey Leads. An email has been circulated to all DGs confirming the planned events and support / engagement requirements for each departments. AM and AB noted plans to visit all DGs and their senior teams to reiterate requirements.
- Progress with Phase 3, which is presently focused on diagnosis of existing organisational culture / capabilities / systems / etc.
- A brief review of Phase 2, during which the learning engagements will be delivered.
- A description of progress with the present programme and contract management function, which includes KPIs development and reporting, along with risks and issues management.

## 2. Key points raised / discussed

- a) Programme Board agreed terms of reference for Team Jersey governance and control groups.
- b) Team Jersey team to ensure CSB and EMT are updated regularly.
- c) Important to ensure Team Jersey objectives and KPIs are visible and being measured against – to review at next Programme Board.
- d) Discussion on Town Hall as a venue for 'Big Conversation' events – some concerns over suitability and other options suggested.
- e) Potential clash noted for Q1 / Q2 2019 between Team Jersey programme and departmental planning programmes.
- f) AM raised and the board supported the option for Team Jersey Leads to merge with existing / planned SoJ change champions to avoid duplication and overlap.
- g) AM raised the potential option of bringing forward some of the planned Phase 2 learning interventions into Q1 2019, to support the implementation of the new organisational-wide performance management system. The board discussed, noting the benefits in principle and

the need to ensure the existing programme of departmental activities could accommodate. AM and AB will review and potentially bring a change request to future Programme Board.

- h) Discussion on planned Team Jersey premises in Bermuda House, Grenville Street (to be approved) and need to clearly state the benefits of selecting this location.

### 3. Risks & Issues

1. **Premises:** a dedicated Team Jersey space has been found in Bermuda House and terms of lease agreed. Presently unable to finalise or move forward without business case sign-off, which risks delayed or fragmented programme delivery.
2. **Business case:** full funding for the Team Jersey programme is presently awaiting business case sign-off. Delaying this risks the entire programme beyond initial elements of diagnostic phase.

### 4. Decisions made

None to be recorded.

### 5. Actions arising

Ref	Owner	Action	Status
1/1	AM	Inform Programme Board which Union reps are on Design Group next week	
1/2	AB	Circulate TJ 'elevator pitch' and Q&As to ensure everyone is cascading the same messages	

### 6. Other business to note

None

### 7. Time and date of next meeting

19 December 2018, 11:00 to 13:00, Venue TBA (note: meeting originally planned for 29 November cancelled due to diary clashes)

# Meeting Notes: Programme Board



Date:	Monday 5 December
Attendees:	Catherine Madden (CM) (Chair), John Rogers (JR), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Ian Burns (SJ) [✂] (PR), [✂] (SP) [✂] (AM), Andy Bell (AB), [✂] (IR), [✂] (AC)
Apologies:	Jacquie McGeachie (JM)

## 1. Welcome and apologies

Absences noted.

## 2. Review previous meeting notes and actions

- Notes of previous meeting accepted as written.
- Outstanding action update noted overleaf

## 3. Programme progress, risks and issues

### 3.1 Review TJ KPI Strategy Proposal

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- Points noted:**
- **Benchmarking against other authorities:** SH asked to include comparative data with other local authorities. IR to include.
  - **SH clarified internal surveys:** SH advised that Comms Unit responsible for ComRes survey, and plan to do others. TJ could use to for KPI setting and measurement. IR to liaise with Comms.
  - **Customer Services data:** IB noted that Customer Services collect customer feedback data, which could help validate KPIs. IR to follow-up.
  - **KPI strategy approved:** Taking above points into account, Board approved KPI strategy as presented with request for further work in certain areas.
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**Decisions made:** *D1/05/12: Review and approve KPI strategy as presented with request to add comparative data with other local authorities and explore increasing measurement of public perception.*

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- New actions:**
- AP1/05/12: IR to include comparative data from other local authorities within TF KPIs*
  - AP2/05/12: IR to liaise with Comms about potentially accessing the ComRes survey to enhance TF KPIs*
  - AP3/05/12: IR to liaise with Customer Service over potentially using Customer Service customer surveys to enhance TF KPIs*
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### 3.2 TJ Programme Status Update

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- Points noted:**
- **General progress update:** Progress with Phase 1 and Phase 3 noted. Engagement with event participants generally very positive, with meaningful feedback received.
  - **CYPES and HSC participation:** TF team is liaising with Health and Education managers to encourage greater participation. SP suggested Skills Jersey to arrange daytime event for schools to allow teachers time to take part in events.
  - **Comms framework:** General discussion on positioning TJ within the organisation with some concerns that use of TJ brand may lead to confusion over SoJ identity in respect of organisational policy. Board considered and agreed that TJ programme should encompass and represent all internal organisational learning and development activities supporting cultural change objectives.
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**Decisions made:** *D2/05/12: Review and agreed that TJ programme will encompass and represent all internal organisational learning and development activities supporting cultural change objectives.*

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**New actions:** *None*

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### 3.3 TJ Lead Recruitment

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- Points noted:**
- **Proposals presents:** AB presented a document containing proposed approach to TJ lead recruitment. Board noted and approved.
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**Decisions made:** *D3/05/12: Review and approve TJ Lead Recruitment document as presented*

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**New actions:** *None*

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### 3.4 Comments from Commercial Group

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- Points noted:**
- **Comments noted:** IR provided a verbal update from Commercial Group on proposed KPI strategy and change requests.
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**Decisions made:** *None*

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**New actions:** *None*

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#### 4. Stakeholder engagement

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Points noted: - Not discussed

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Decisions made: None

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New actions: None

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#### 4 Change requests

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Points noted: - **TJ Programme Change Proposal:** Not discussed – deferred to next meeting  
- **Departures:** SH and IB left meeting

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Decisions made: *None*

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New actions: *None*

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#### 5 Other

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Points noted: - **TJ Bermuda House Proposal:** Plans to create a 'TJ base' at Bermuda House, Green Street presented and approved.

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Decisions made: *D3/05/12: Review and approve TJ Bermuda House Proposal*

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New actions: *None*

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#### 6 Any other business

None

#### 7 Time and date of next meeting

Wednesday 19 December 2018, 11:00 to 12:00 (Town Hall)

### Outstanding action log

Ref	Owner	Action	Status
AP1/29/10	AM	Inform Programme Board which Union reps are on Design Group next week	Closed: unions invited to participate with no response to date. Continuing to liaise with [X] to encourage involvement
AP2/29/10	AB	Circulate TJ 'elevator pitch' and Q&As to ensure everyone is cascading the same messages	Closed: Materials prepared to be circulated
AP1/05/12	IR	Include comparative data from other local authorities within TF KPIs	New
AP2/05/12	IR	Liaise with Comms about potentially accessing the ComRes survey to enhance TF KPIs	New
AP3/05/12	IR	Liaise with Customer Service over potentially using Customer Service customer surveys to enhance TF KPIs	New

# Meeting Notes: Programme Board



Date:	Monday 19 December 2018
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), John Rogers (JR), Stephen Hardwick (SH), Jacquie McGeachie (JM), [X] (SJ), Kate Nutt (KN), [X] (PR), [X] (SP) [X] (AM), Andy Bell (AB), [X] (IR), [X] (AC)
Apologies:	Ian Burns (SJ)

## 1. Welcome and apologies

Absences noted.

## 2. Review previous meeting notes and actions

- Notes of previous meeting accepted as written.
- Outstanding actions updated – see end of notes for details.

## 3. Programme progress, risks and issues

### 3.1 Note progress since last meeting

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- Points noted:**
- **General update:** AM provided a general update on progress, noting positive attendance and feedback from first Big Conversations and good response to TJ Lead recruitment campaign.
  - **TJ Lead recruitment policy:** AB noted a TJ Lead recruitment policy, which includes:
    - Permission to become a TJ Lead is ultimately at manager discretion, with an escalation 'process' via Director Generals.
    - Full-time and part-time employees can join, subject to manager agreement.
    - Non-zero hour employees engaged as temps, on contract and in interim positions can join, subject to manager agreement.
    - Employees on zero hour contracts can join the programme but will not receive payment for any TJ Lead activity.
    - TJ Ops Board will review any applications outside the above rules and recommend a response.
  - AB noted that CYES had offered financial support to teachers wanting to become TJ Leads, in order to cover their absence from classrooms. KN noted the need to ensure communications around this underlined the specific one-off nature of teacher arrangements and did not lead to other departments asking for similar arrangements.
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- A number of Board members expressed interest in becoming a TJ Lead. AC will resend invite email to all as a follow-up.
  - **Citizen Engagement:** AB explained a revised approach for engaging the public and gaining their views on present SoJ culture. Instead of planned approach through parish halls, TJ will conduct direct meetings at local public and community events. The Board agreed the proposed approach, which is a variance to the original proposal
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Decisions made: *D1/19/12: Board endorsed TJ Lead recruitment policy*

*D2/19/12: Board endorsed revised approach for Citizen Engagement*

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New actions: *None*

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### 3 Change requests

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- Points noted:
- **TJ Programme Change Proposal:** AM outlined proposed TJ programme changes and rationale behind them. Board considered from a perspective of a) merit and b) financing, deciding that:
    - Merit: Board accepted all three requests based on their merits, noting that programme should flex and change as understanding of requirements evolved.
    - Finance: Board agreed that funding for all three change requests will be contained within the overall existing programme budget and will not incur additional funding.
  - The Board further discussed options for savings within the programme in order to cover the changed funding requirement, including increasing the number of participants at workshops and reviewing number of managers in scope. It was agreed to not make changes at this point, but consider opportunities as the programme continues and evolves.
  - JR noted need to manage changes contractually, ensuring that decisions are defensible should the programme come under scrutiny. IR to ensure this through work with TDP and [X].
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Decisions made: *D3/19/12: Board accepted TJ Programme Change Proposal (Final v1.0 - 30 November 2018), stipulating that funding should come from within existing budget*

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New actions: *None*

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#### **4 Any other business**

- SJ raised the issue of the values and behaviours which need to be included in role profiles. JM confirmed that work was in progress regarding this and further information would be released shortly.

#### **5 Close**

- Time and date of next meeting: Wednesday 30 January 2019, 10:00 to 12:00

**Outstanding action log**

Ref	Owner	Action	Status
AP1/05/12	IR	Include comparative data from other local authorities within TF KPIs	IR has reviewed benchmark data and proposed modifying a number of KPIs as a result. To be agreed by Ops Board and presented to Programme Board
AP2/05/12	IR	Liaise with Comms about potentially accessing the ComRes survey to enhance TF KPIs	Ongoing
AP3/05/12	IR	Liaise with Customer Service over potentially using Customer Service customer surveys to enhance TF KPIs	Ongoing

# Meeting Notes: Programme Board



Date:	Wednesday 30 January 2019
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Jacquie McGeachie (JM), Kate Nutt (KN), [X] (AM), Andy Bell (AB), [X] (IR), [X] (AC)
Apologies:	Ian Burns (SJ), John Rogers (JR), [X] (PR), [X] (SP)

## 1. Welcome and apologies

Absences noted.

## 2. Review previous meeting notes and actions

- Points noted:**
- **Note of previous meeting:** After AM clarified a phrase relating to TJ Lead training the Board reviewed and accepted notes.
  - **AP1/05/12** – KPI strategy update:
    - IR presented short paper explaining changes made to link staff engagement KPIs to comparable UK, IoM and Guernsey public and private sector organisations.
    - Board accepted in principle, but agreed to revisit this data set at end of 2019, review and revise KPIs if appropriate.
  - **Other actions:** see end for details.
    - IR noted limitations of present data collection methods as a means of consistently measuring external views on SoJ culture and that he will undertake further work in 2019 to determine whether there is a need for further data.

**Decisions made:** *D1/30/01: Board accepted Team Jersey KPI Strategy – Incorporation of UK comparative data v1.0 23-01-2019.*

**New actions:** *None*

## 3. Programme progress, risks and issues

### 3.1 TJ Programme Status Update Report

- Points noted:**
- **Review TJ Programme Status Update Report:**
    - Noted ongoing work by Team Jersey Support to produce TJ Comms Plan.
    - Agreed that further information required where KPI status is red or amber, to state plans for addressing shortcomings or accepting situation.

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- Discussed reasons for missing Big Conversation attendance targets, noting impact of coinciding industrial action and difficulty releasing colleagues from their front line duties – Board noted need to apply experience for helping assure Phase 2 attendance levels.
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### 3.2 Phase 1 and Phase 3 status update

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- Points noted:
- **Phase 1 status update:** AB presented summary of completed activities and initial themes arising.
  - **Phase 3 status update:** AB talked through present situation, noting ongoing discussions on deciding and implementing next steps following completion of diagnostic element.
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### 3.3 Phase 2 planning

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- Points noted:
- AM presented revised plans for implementing Phase 2 Leaders and Colleagues learning and development programmes, noting that based on present understanding of manager numbers the intention is:
    - **Leadership Module:**
      - 900 attendees (increase from projected 700).
      - Will attend 1x full day workshop and 4x half-day workshops.
      - All workshops led by 2x TDP facilitators.
      - Programme starts on 4 March 2019.
    - **Colleague Module**
      - 6,500 attendees.
      - Will attend 4x half day workshops.
      - Two workshops led by TDP facilitators supported by Team Jersey Leads and two by Manager Facilitators supported by Team Jersey Leads / Manager Facilitators using a TDP created toolkit.
      - Programme starts in June 2019.
  - Board discussed and agreed these revised Phase 2 plans, noting the following points:
    - There is a need to provide an explicit breakdown of the time commitment for providing the 24 x Manager Facilitators for Phase 2 Colleague training - AB to provide a report showing this.
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- There is a need for careful communications on plans and timescales to complete programme – Managers to be made aware it's a three-year initiative with cultural change activities spread throughout.
  - More clarity required on composition of Leader workshop themes – AB agreed to provide, noting that final design remains subject to outcome of Phase 1 diagnostics.
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**Decisions made:** - D2/30/01: Board accepted revised Phase 2 delivery plans as proposed in presentation Prog Board - Phase 1 Themes 30 Jan 2019.

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- New actions:**
- AP1/30/01: AB to provide report showing an explicit breakdown of the time commitment for providing 24 x Manager Facilitators for Phase 2 colleague training.
  - AP2/30/01: AB to provide further clarity on composition of leadership workshop themes.
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### 3.4 Proposed Phase 2 Participation Policy

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- Points noted:**
- **Programme attendance:**
    - **Attendance Policy:** Group discussed proposed attendance principles and determined the following:
      - All managers (designated by having people reporting to them) will be obligated to attend the Leadership Module.
      - Further consideration needed on expectations of staff having to attend the Colleague Module, with the working assumption being attendance is essential but not obligatory.
    - TJ Ops Board to consider the above principles and create a policy for circulation and agreement by Programme Board.
    - Board noted there may be a need to cross-charge departments for missed workshops, to help focus on ensuring attendance.
  - **Programme Pay Arrangements Policy:** Group discussed and accepted proposed Programme Pay Arrangements Policy, noting need to make departments aware of commitment
  - **Programme Participation Policy:** Group accepted proposed policy on who is designated a manager.
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**Decisions made:** - D3/30/01: Board accepted Programme Pay Arrangements and Programme Participation Policy as stated in TJ - Phase 2 Participation Policy Proposals 25-01-2019 v1.1.

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**New actions:** - AP2/30/01: IR to create and circulate revised Phase 2 Programme Participation Policy covering Programme Attendance policy.

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### 3.5 Note comments from Commercial Group

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**Points noted:**

- IR noted comments raised by Commercial Group as included in Programme Status Update Report with key points being:
  - **Managing contract deliverables:** Group will focus on deliverables included in TDP contract, considering and recording any changes or deviations.
  - **Managing budget:** Group will focus on enhancing the monitoring and reporting of budget and spend.

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### 3 Change requests

- No change requests

### 4 Any other business

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**Points noted:**

- **Facilitator protocols:** AB noted a process in place to address any sensitive issues raised by event attendees.
- **Phase 1 report sign-off and distribution:**
  - Board endorsed stated intention to share Phase 1 report with those who attended TJ events.
  - AB requested clarification on presentation and sign-off requirements for Phase 1 report, noting point above about commitment to transparently share findings with staff. CM agreed to provide clarification on process.

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**Decisions made:** - None

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**New actions:** - AP3/30/01: CM to clarify process for presenting and signing-off Phase 1 report.

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### 5 Close

- Time and date of next meeting: Tuesday 4 March 2019, 14:30 to 16:00

### Outstanding action log

Ref	Owner	Action	Status
AP1/05/12	IR	Include comparative data from other local authorities within TJ KPIs	Complete: see Section 2
AP2/05/12	IR	Liaise with Comms about potentially accessing the ComRes survey to enhance TJ KPIs	Complete: received information from SH on survey outcomes and plans
AP3/05/12	IR	Liaise with Customer Service over potentially using Customer Service customer surveys to enhance TJ KPIs	Complete: met with reps from CLS to review data available
AP1/30/01	AB	Provide report showing an explicit breakdown of the time commitment for providing manager facilitators for Phase 2 colleague training	New
AP2/30/01	AB	Provide further clarity on composition of Leader Module workshop themes	New
AP3/30/01	CM	Clarify process for presenting and signing-off Phase 1 report	New

# Meeting Notes: Programme Board



Date:	Wednesday 12 March 2019
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Jacquie McGeachie (JM), [redacted] (AM), Andy Bell (AB), [redacted] (IR), John Rogers (JR), [redacted] (SP), Ian Burns (SJ)
Apologies:	Kate Nutt (KN), [redacted] (PR)

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

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- Points noted:
- **Note of previous meeting:**
    - **Correction:** IR noted that document previously circulated as 'TJ - Phase 2 Participation **Policy**...' should be 'TJ – Phase 2 Participation **Protocol**...'
    - **Previous meeting notes:** accepted as written.
  - **Actions:** see end for details.
  - **AP3/30/01:** Board discussed action relating to presenting and signing-off acceptance of the Phase 1 report, including possible public / media interest.

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Decisions made: *None.*

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New actions: *None.*

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## 3. Change request

- **CR01/19: Move budget from Phase 2 (Materials) to Phase 3 (Consultancy):** Group agreed to defer to the next meeting.

## 4. Programme progress report

### 3.1 TJ Programme Status Update Report

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- Points noted:
- **Review TJ Programme Status Update Report:**
    - **Summary position:** IR noted changed RAG status to amber for Phase 3 progress, which relates to a potential change in scope, and to amber for Budget, which relates to Bermuda House fit out costs not being carried forward into 2019, along with changes to phasing of Phase 2 / Phase 3 payments.
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- **Programme progress and status:** IB questioned green RAG status against *Engagement in Programme: Phase 2* given challenges recruiting TJ Leads from certain departments – agreed a change of status to amber.
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Decisions made: - *None.*

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New actions: - *None.*

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### 3 Phase 1 Diagnostic Report

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- Points noted:
- **Summary presentation:** AB presented a summary of the final report. The Board discussed key findings, noting a number of points:
    - **Terminology:** Board noted use of particular words or terms may cause confusion with similar words or terms (Key Worker for example) used within the organisation.
    - **Factual check:** JQ will conduct initial review of report checking for any factual elements that may cause confusion within the organisation, passing comments to AB for incorporation. JQ will subsequently circulate hard copies to the Programme Board for a further factual check with comments to be provided back to AB.
    - **Publication:** JQ will control report publication process, liaising with AB on version control. JQ will work with AB / SH to ensure appropriate release of the report both internally and externally.
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Decisions made: - *None.*

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New actions: - *None.*

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### 4 Any other business

- None

### 5 Close

- Time and date of next meeting: Tuesday 2 April 2019, 14:00 to 16:00

**Outstanding action log**

Ref	Owner	Action	Status
AP1/30/01	AB	Provide report showing an explicit breakdown of the time commitment for providing manager facilitators for Phase 2 colleague training	Complete: report provided
AP2/30/01	AB	Provide further clarity on composition of Leader Module workshop themes	Complete: further clarity provided
AP2/30/01 (sic)	IR	Create and circulate revised Phase 2 Programme Participation Policy covering Programme Attendance policy	Complete: AB has completed and IR circulated
AP3/30/01	CM	Clarify process for presenting and signing-off Phase 1 report	Complete: AB has clarified process with CM and JQ

# Meeting Notes: Programme Board



Date:	Tuesday 2 April 2019, 14:00 – 16:00
Attendees:	Catherine Madden (CM) (Chair) [Joined meeting 15:00], John Quinn (JQ) (SRO), Jacquie McGeachie (JM), Stephen Hardwick (SH) [Joined meeting at 15:20], Ian Burns (SJ), [X] (PR), [X] (SP) [X] (AM), Andy Bell (AB), [X] (IR), Kate Nutt (KN), [X] (WP)
Apologies:	John Rogers (JR) [WP attended in place]

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

- Notes accepted as written.
- No outstanding actions.

## 3. Phase 2 Participation Protocol

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- Points noted:
- **Approve revised Phase 2 Participation Protocol:**
    - Noted revised version circulated by IR.
    - IB noted two further amends, which IR will include:
      - Correct document date.
      - Extend point C to include 'at managers discretion'.
  - **Review initial Phase 2 participation status:**
    - **Present concerns:** AM raised concerns over present participation trends of cancellations and 'no-shows'. While participation levels remain above target, concern is that this trend will worsen as the programme continues. Also amount of admin involved in rebooking process.
    - **Planned response:** Board acknowledged concerns and considered options to focus on attendance. Starting point is DGs and their management teams have more insight into present participant status of their staff. IR to develop a reporting process to deliver this. AM will also take opportunity to raise with EMT at forthcoming meeting (23 April).
    - **Colleague participation:** AB raised the participation protocol for Colleagues, which presently is optional attendance. Group agreed to reconsider in view of Manager experience, with time allocated at next meeting to review or confirm policy.
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Decisions made: - *None.*

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New actions: - *AP01/02/04: IR to develop periodic reporting process providing present participation status to DGs.*

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#### 4. Programme progress report

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Points noted: - **Review TJ Programme Status Update Report:** IR provided verbal update elaborating on detail in report.

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Decisions made: - *None.*

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New actions: - *None.*

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#### 3 Phase 1 completion sign-off

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Points noted: - **Review report:** Board reviewed report and agreed to sign-off Phase 1 as complete, thus releasing retention payment for TDP. IR noted positive ways of working between TDP and GoJ during phase, which Board agreed should be included in report. IR to update report with positive ways of working comments and recirculate for information.

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Decisions made: - *D01/02/04: Board agreed to sign-off Phase 1 of programme as complete.*

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New actions: - *AP02/02/04: IR to IR to update Phase 1 Completion Report with positive ways of working comments and recirculate for information.*

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#### 4 Phase 1 Diagnostic Report circulation

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Points noted: - **Provide report:** AB provided Programme Board members with hard copies of the Phase 1 Diagnostic Report, noting need for continued control over circulation until available to other groups and staff.

- **Progress update:** AM updated Board on progress with plans to circulate report.

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Decisions made: - *None*

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New actions: - *None*

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## 5 Response to Phase 1 Diagnostic Report

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- Points noted:**
- **Planned approach:**
    - **Requirements:** JQ explained intention for Programme Board to plan and oversee response to recommendations contained in Phase 1 Diagnostic Report, noting that the existing TJ programme encompasses many of them, but importance of ensuring a response to all.
    - **Recommendation response status:** Board asked for a summary position showing activities already planned to address each recommendation, to analyse requirement for additional effort. AB to create summary position with JQ and AM.
    - **Review meeting:** Board to hold extraordinary Board meeting before Easter to plan approach to addressing report responses. IR to arrange meeting.
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**Decisions made:** - None

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**New actions:** - AP03/02/04: IR to arrange extraordinary Board meeting before Easter to plan approach to addressing Phase 1 Diagnostic Report recommendations.

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## 6 Change request

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- Points noted:**
- **CR01/19: Move budget from Phase 2 (Materials) to Phase 3 (Consultancy):** Board discussed and agreed change request, noting the comments from Commercial Group
  - **CR02/19: CR02/19: Revise Phase 2 Deployment Plan:** Board discussed and agreed change request.
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**Decisions made:** - None

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**New actions:** - None

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## 7 Any other business

- None

## 8 Close

- Time and date of next meeting: 29 April 2019, 10:00 - 12:00

- Extraordinary meeting: 16 April 2019, 15:00 – 16:00

**Outstanding action log**

Ref	Owner	Action	Status

# Meeting Agenda: Programme Board – Extraordinary meeting



Date and time:	Tuesday 15 April 2019, 14:00 – 15:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) [SRO], [X] (SP) Andy Bell (AB), [X] (IR), Kate Nutt (KN), [X] (SJ), John Rogers (JR), [X] (CK)
Apologies:	Jacquie McGeachie (JM), Stephen Hardwick (SH), Ian Burns (SJ), [X] (PR), [X] (AM)

## 1. Welcome and apologies

- Absences noted.

## 2. Phase 1 Diagnostic Report recommendations

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- Points noted:**
- **Present Phase 1 Report recommendations and current response / plans position:**
    - AB presented a summary position document showing Phase 1 Report recommendations and the present and planned activities to address, both those within the present TJ programme and those forming part of the People Services plan or otherwise.
    - The Board reviewed the activities, commenting and amending as appropriate, noting the importance of drawing a distinction between those that are funded and those unfunded at the present time.
    - AB will update his summary report with Board's comments and amends and circulate.
    - Board discussed summary position document in context of forthcoming presentation of Phase 1 Report to staff and States Members, CK noting importance of coordinating information release.
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**Decisions made:** - None

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**New actions:** - None

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## 3. Expectations on Programme Board

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- Points noted:**
- **Review approach options for addressing recommendations not fully encompassed by present TJ programme:**
    - It was agreed that the Programme Board will take overall responsibility for all the planned responses to the report's recommendations, either directly
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through the TJ programme, or indirectly by monitoring progress against those activities outside the programme.

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**Decisions made:** - *D1/15/04: Programme Board to take overall responsibility for all the planned responses to the Phase 1 Diagnostic.*

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**New actions:** - *None.*

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### 3 Review approach options

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**Points noted:** - **Review approach options for addressing recommendations not fully encompassed by present TJ programme:**

- Board agreed to incorporate Phase 1 Report recommendations as deliverables within the TJ programme, regularly monitoring progress towards them.
- JR proposed adding a standing item to One Gov Board agenda reporting progress with meeting Phase 1 Report recommendations.

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**Decisions made:** - *D2/15/04: Programme Board to incorporate Phase 1 Report recommendations as deliverables within the TJ programme.*

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**New actions:** - *None.*

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### 4 Any other business

- None

### 5 Close

- Time and date of next meeting: 29 April 2019, 09:00 - 11:00



# Meeting Notes: Programme Board



Date:	Monday 29 April 2019, 09:00 – 11:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) [SRO], John Rogers (JR), Stephen Hardwick (SH) Ian Burns (SJ) [ <i>Joined meeting at 09:30</i> ], [X] (PR), [X] (SP) [X] (AM) [ <i>Joined meeting at 09:20</i> ], Andy Bell (AB) [ <i>Left meeting at 10:00</i> ], Kate Nutt (KN), [X] (IR)
Apologies:	Jacquie McGeachie (JM)

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

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- Points noted:**
- **Previous meeting notes:** Accepted as written
  - **AP01/02/04: review sample report and agree reporting principles:** Board reviewed proposed Management Module attendance report and approved in principle, noting that:
    - It should include the individual's manager to ease identification within big departments.
    - IR to create accompanying communications for sending to DGs, agreeing with JQ and CM beforehand.
  - **AP02/02/04: note updated Phase 1 Completion Report:**
    - Board accepted updated Phase 1 Completion Report.

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**Decisions made:** - None.

- 
- New actions:** - AP1/29/04: IR to create accompanying communications for participation report for sending to DGs, agreeing with JQ and CM beforehand.
- 

## 3. Programme Progress Report

- 
- Points noted:**
- **Review:** IR talked Board through update noting key points and changes. SH questioned status of 'Programme is engaging workforce - Phase 2' as amber, given know challenges of recruiting among [X] presently.
  - **Additional premises:** IR noted present concerns over the suitability of ground floor premises at Bermuda House to deliver Manager / Colleague workshops. Alternative options being explored as a result, including a floor within GoJ premises at 28-30 The Parade. JR agreed to review this potential option and determine viability.
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Decisions made: - *None.*

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New actions: - *AP2/29/04: JR will review potential option to use 28-30 The Parade as a secondary learning centre.*

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#### 4. Departmental specific cultural change support

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Points noted: - **Review options for extending TJ programme into providing specific cultural change support for individual departments:**

- IR provided views of Commercial Group, noting:
  - Need to ensure contracting additional work complies with internal purchasing policies.
  - Given that the proposed work is an extension of the TJ programme, the proposed approach is through a contract amend process with an exemption statement complying with GoJ procurement policies.
- Board agreed requirement for a programmatic approach to this, noting need to support individual departments through providing specific cultural change support in order to address challenges faced. Also noted need to ensure compliance with internal policies and external expectations. The contract to be designed as a call off contract subject to certain limits
- Board supported principle of extending TJ Programme to include specific cultural change support for individual departments and agreed to continued scoping discussions between TJ programme and departments.
- IR to work with Procurement and TDP on required contractual changes.

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Decisions made: - *D1/04/29: Board supported principle of extending TJ Programme to include specific cultural change support for individual departments.*

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New actions: - *AP3/29/04: IR to work with Procurement and TDP on required contractual changes to allow specific cultural change support for individual departments.*

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#### 5. Response to Phase 1 Diagnostic Report circulation

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Points noted: - **Notes of extraordinary meeting:** Board agreed them as correct

- **Plans for ongoing approach:**
  - JQ summarised position following extraordinary meeting, confirming plans for Programme Board to oversee responses to report recommendations.

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- 
- Board agreed that information contained in present documented table is correct.
  - Board agreed next steps is creating a dashboard / gantt type summary of recommendations, responses, owners and milestones for monitoring by Programme Board. IR to agree design and reporting expectations with JQ.
  - Board agreed to create a summary progress narrative report for circulation internally and externally, noting time needed to compile. AB and AM will meet with [X] to progress with final report requiring COM sign-off - AB to arrange COM presentation.
  - Board agreed that the GoJ response to the Phase 1 report should be within 4-6 weeks and approved by the Council of Ministers.
  - **Engaging management team:** CM proposed inviting AM to SLG / SMG planning meetings to ensure recommendations from report are being incorporated into plans for developing management responsibilities.
- 

Decisions made: - None

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- New actions:
- AP4/29/04: IR to create 'dashboard / gantt type' summary of recommendation, responses, owners and milestones for agreement by JQ.
  - AP5/29/04: AB and AM will meet with [X] to progress creating a summary progress narrative report for circulation internally and externally.
  - AP6/29/04: AM will arrange slot at COM to present summary progress narrative report.
- 

### 3 Response to Phase 1 Diagnostic Report

- AM updated Board on progress with presenting / publishing Phase 1 Diagnostic Report.

### 4 Review Colleague Module participation protocol

- Points noted: - **Agreed principles:**
- All colleagues are expected to attend the two TDP-led workshops.
  - The overarching attendance principle is that colleagues should 'opt-out' rather than 'opt-in', i.e. they should be allocated a workshop place and change subsequently rather than be offered an opportunity to choose from multiple places.
  - Line managers are responsible for ensuring their team members attend, with support from Team Jersey admin in respect of communication support, arranging attendance 'slots', booking system familiarisation, etc. Line
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managers will have an objective for 100% of their team to attend the two TDP led workshops.

- The expectation is for managers to have a conversation with their team members prior to the training to discuss expectations, and a meeting subsequently to discuss outcomes.

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**Decisions made:** - D2/29/04: Board agreed that all colleagues are expected to attend the two TDP-led workshops on an 'opt-out' rather than 'opt-in' basis.

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**New actions:** - AP7/29/04: IR to update and circulate revised Colleague Module participation protocol.

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## 5 Change request

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**Points noted:** - **CR03/19: Remove Train the Trainer - Leadership Delivery from programme:** Board agreed to accept change request as stated.

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**Decisions made:** - D3/29/04: Board agreed CR03/19: Remove Train the Trainer - Leadership Delivery from programme.

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**New actions:** - None.

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## 6 Other business

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**Points noted:**

- **Frequency of meetings:** JR suggested it might be appropriate to look at frequency and length of meetings, given present level of effective programme management. Board agreed to continue monthly for next two months but consider move to once every two months from September. Board did agree to reduce meeting duration to one hour.
- **Document naming convention:** SH requested a streamlined document naming convention to better link documents to agenda points. IR agreed to implement.

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**Decisions made:** - None

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**New actions:** - AP8/29/04: IR to review document naming convention and create a clearer connection between documents and agenda items.

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## 7 Any other business

- None

## **8 Close**

- Time and date of next meeting: 30 May 2019, 09:00 - 10:00 am

**Outstanding action log**

Ref	Owner	Action	Status
AP01/02/04	IR	Develop periodic reporting process providing present participation status to DGs	Complete: principles agree by Programme Board with some changes specified.
AP02/02/04	IR	Update Phase 1 Completion Report with positive ways of working comments and recirculate for information	Complete: updated report accepted by Board.
AP03/02/04	IR	Arrange extraordinary Board meeting before Easter to plan approach to addressing Phase 1 Diagnostic Report recommendations	Complete: meeting arranged and held

# Meeting Notes: Programme Board



Date:	Thursday 30 May 2019, 09:00 – 10:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) [SRO], Stephen Hardwick (SH) Ian Burns (SJ), [X] (PR), [X] (SP) [X] (AM), Kate Nutt (KN), [X] (IR)
Apologies:	John Rogers (JR), Andy Bell (AB)

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

- 
- Points noted:
- **Previous meeting notes:** Accepted as written.
  - **Review outstanding actions:** See end of notes for action status.
  - **AP7/29/0: Note updated Colleague Module participation protocol:** Board accepted update to Colleague Session protocol as presented.
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Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

- 
- Points noted:
- **Review:** IR talked Board through update noting key points and changes.
- 

Decisions made: - None

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New actions: - None

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## 4. Change request

- 
- Points noted:
- **CR04/19: Expand Programme to Support Department Specific Cultural Change Requirements:**
    - Board reviewed and agreed change request, noting importance of effectively managing supplier engagement on new cultural change activities alongside commitment towards existing core TJ programme deployment activities and to ensure there was no duplication of resources. Agreed to record a risk covering this and actively monitor.
- 

Decisions made: - *D1/30/05: Board agreed contract change request CR04/19: Expand Programme to Support Department Specific Cultural Change Requirements*

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**New actions:** - AP1/30/05: IR to add risk to programme register: Unable to effectively monitor and control supplier engagement across multiple internal initiatives and properly identify time spent against individual activities to ensure no duplication of resource / cost.

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## 5. Programme Communication

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**Points noted:** - **Overarching Comms Plan:** Board noted plan as presented. SH explained that plan and resulting comms activity can only complement a functioning management cascading briefing process, which is not in place in many areas. It was agreed that CM and AM would consider this for a future SMG session as this is a wider issue than Team Jersey.

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**Decisions made:** - None

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**New actions:** - None.

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## 3 Programme Budget Holder Change

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**Points noted:** - **TJ Programme Summary Status Report:** Board discussed and noted document showing programme financial status at point Jacquie McGeachie left organisation and handed (interim) budget responsibility to JQ.

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**Decisions made:** - None

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**New actions:** - None.

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## 4 Engaging employers on the island proposal

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**Points noted:** - **Employer Engagement Proposal:**

- AM circulated short proposal document to board and talked through.
- Board endorsed proposal, noting importance and need to ensure initiative remained focused on original aims.
- Board agreed to pass potential employer community contacts to AM.

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**Decisions made:** - None

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**New actions:** - AP2/30/05: All to pass AM potential external contacts for employer engagement initiative.

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## 5 Other business

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- Points noted:**
- **My Conversations, My Goals:** IB questioned whether ensuring progress with My Conversations, My Goals initiative falls within TJ Programme remit. AM responded that not directly, but Board will monitor as an initiative within planned response to TJ Phase 1 Report recommendations.
  - **Review Values and Behaviours:** AM provided a brief update on work progressing to review organisational Values and Behaviours, noting planned outcome briefing to SLG at June meeting.
- 

**Decisions made:** - *None*

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**New actions:** - *None*

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## 6 Close

- Time and date of next meeting: Tuesday 2 July 2019, 14:00 – 15:00

### Outstanding action log

Ref	Owner	Action	Status
AP1/29/04	IR	Create accompanying communications for participation report for sending to DGs, agreeing with JQ and CM beforehand.	Complete: IR circulated communications for agreement
AP2/29/04	JR	Review potential option to use 28-30 The Parade as a secondary learning centre.	Ongoing: AM is in discussion with JR over building lease
AP3/29/04	IR	Work with Procurement and TDP on required contractual changes to allow specific cultural change support for individual departments.	Complete: approach established and change request presented at this board meeting
AP4/29/04	IR	Create 'dashboard / Gantt type' summary of recommendation, responses, owners and milestones for agreement by JQ.	Ongoing: principles agreed - IR to create and fully populate document
AP5/29/04	AB & AM	Meet with [S&K] to progress creating a summary progress narrative report for circulation internally and externally.	Ongoing: AM has met with [S&K] to progress
AP6/29/04	AM	Arrange slot at COM to present summary progress narrative report.	Complete: Slot arranged
AP7/29/04	IR	Update and circulate revised Colleague Module participation protocol.	Complete: Updated and circulated for review at this meeting

# Meeting Notes: Programme Board



Date:	Tuesday 2 July 2019, 14:00 – 15:00
Attendees:	John Quinn (JQ) [SRO] [Chair], Ian Burns (IB), [X] (SP), [X] (IR), Andy Bell (AB), [X] (JL), Mark Grimley (MG), [X] (LP) [Sub for SH]
Apologies:	John Rogers (JR), Catherine Madden (CM), Stephen Hardwick (SH), [X] (PR), [X] (AM), Kate Nutt (KN),

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

- 
- Points noted:
- **Previous meeting notes:** Accepted as written.
  - **Review outstanding actions:** See end of notes for action status.
- 

Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

- 
- Points noted:
- **Phase 2 update:**
    - IR talked Board through update noting key points and changes.
    - IB raised concerns over present lower than planned attendance levels in Leadership Sessions, noting it as potentially symptomatic of a wider lack of organisational engagement in programme
    - Board discussed potential methods of improving attendance, requesting the Ops Board consider and respond with proposals.
  - **Phase 3 update:** IR noted status of activities
  - **Response to Phase 1 Report recommendations:** IR noted status of activities
  - **Department-specific support projects:** IR noted status of activities
  - **Programme:** IR noted positive status of budget and concerns over present programme management function given increased scope and diminished internal resources
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Decisions made: - None

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**New actions:** - *AP1/02/19: JL and AB to review present approach to engaging managers in Leadership Sessions and respond with a plan to ensure optimum effectiveness.*

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#### 4. Response to Phase 1 Report - tracking

- IR presented proposed approach to tracking responses to Phase 1 Report recommendations. Board noted this was a starting point that needed detail added in order to effectively monitor progress.

#### 5. Children's Service Special Project

- AB provide brief update - not specifically discussed

#### 3 Other business

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**Points noted:**

- **TJ Lead Politicians update:** AB updated Board on progress and challenges faced encouraging participation. Board agreed to proceed with initiative and continue attempts to recruit politicians.
- **Employer Engagement update:** AB noted brief update - not specifically discussed.

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**Decisions made:** - *None*

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**New actions:** - *None*

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#### 4 Close

- Time and date of next meeting: Monday 29 July 2019, 09:00 – 10:00

**Outstanding action log**

Ref	Owner	Action	Status
AP2/29/04	JR	Review potential option to use 28-30 The Parade as a secondary learning centre.	Closed: New premises agreed in principle and being actioned
AP4/29/04	IR	Create 'dashboard / Gantt type' summary of recommendation, responses, owners and milestones for agreement by JQ.	Closed: presented at this Board meeting
AP5/29/04	AB & AM	Meet with [S<] to progress creating a summary progress narrative report for circulation internally and externally.	Ongoing: AM has met with [S<] to progress
AP1/30/05	IR	IR to add risk to programme register: Unable to effectively monitor and control supplier engagement across multiple internal initiatives and properly identify time spent against individual activities to ensure no duplication of resource / cost	Closed: added to risk register
AP2/30/05	All	All to pass AM potential external contacts for employer engagement initiative	Closed: contacts passed

# Meeting Notes: Programme Board



Date:	Monday 29 July 2019, 09:00 – 10:00
Attendees:	Catherine Madden (CM) [Chair], John Quinn (JQ) [SRO], Ian Burns (IB), [X] (SP), [X] (JL), Stephen Hardwick (SH), Kate Nutt (KN), John Rogers (JR), [X] (AM), Mark Grimley (MG)
Apologies:	[X] (PR), [X] (IR), Andy Bell (AB)

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

- 
- Points noted:
- **Previous meeting notes:** Accepted as written.
  - **Review outstanding actions:** See end of notes for action status.
- 

Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

- 
- Points noted:
- **Phase 2 update:**
    - JL talked the Board through the move to an allocation model for managing attendance at programme sessions allowing longer term planning and reducing the dependency on the organisation to respond. Detailed work on mapping this out for each learning stream will continue through this week. JL confirmed that the second TJ Administrator is required to support this model and recruitment is underway.
    - Point raised by IB and SH that the Board want to see more input at this forum on the engagement and outcome of session attendance. JL accepted this point had been picked up from the previous Board meeting with focussed activity progressing. Planning future sessions in response to early lessons learned is driving the immediate priority together with establishing a full resource complement. Engagement is a key part of this planning.
    - JL talked about TJ Lead recruitment and training plans including a targeted approach via DGs to establish good spread across all departments. Training delivery will commence for the next cohort in September.
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- SH requested that the TJ Support Team provide more detailed insight on what TJLs have done/are doing in their respective areas following their training and the impact of their activity. Additionally, clarity is required for the Board to understand how the TJL role interacts and complements rather than replaces manager responsibility for managing culture in teams.
  - **Phase 3 update:** JL noted status of activities.
  - MG talked the Board through the Corporate Induction Programme and that the delivery is dependent upon technology readiness.
  - MG talked the Board through the recruitment/vetting findings which were identified as a result of the review of the recruitment process. These are less significant than initially considered with 38 of 600 outstanding and work underway to rectify.
  - **Response to Phase 1 Report recommendations:** Update will be included in next month's programme board meeting.
  - **Department-specific support projects:**
    - CM updated the Board that contract amendments have been changed so that department projects go through TJ Programme Board and Commercial Group. This is now agreed and the Chief Minister has signed the contract.
    - JR commented that the Team Jersey special project in the regulation team in GHE has gone very well to date and is having a positive impact.
  - **Programme:**
    - JL talked through status of programme items;
    - One TJ Administrator has been recruited and a second hire is underway.
    - Comms and engagement work has begun with plans progressing well.
    - Response to redress the potential overspend of £35k has been agreed with TDP by reducing supplier expenditure in 2019. Sign off to this agreement is required by next programme board.
    - Concerns raised over the budget outline on page 9 of programme board report. JL/AM acknowledged figures were not presented correctly and will re-issue with meeting notes.
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Decisions made: - None

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New actions: - AP1/29/07: *Outline the roles of the TJ Leads and Line Managers and how these work together to embed and uphold the cultural framework. JL/AB for next programme board (2<sup>nd</sup> September 2019).*

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- AP2/29/07: Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture. JL / AB for October programme board.

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#### 4. Response to Phase 1 Report - tracking

- IR to present at next programme board.

### 3 Other business

- 
- Points noted:**
- Role of Manager: SH reiterated the importance of outlining the responsibility of managers for engagement with Team Jersey and for managing BAU culture and behaviour particularly through tiers 3 and 4.
  - JL commented that AB has produced a paper for the Board on the role of the manager this will now be brought to the next meeting due to AB's unplanned absence [due to flight cancellation].
  - CM also referred to ongoing work around Tier 2s [in response to recommendation 8.3] which will also be taken to the One Gov Board in September.
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**Decisions made:** - None

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**New actions:** - None

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#### 4 Close

- Time and date of next meeting: *Date and time to be confirmed*



### Outstanding action log

Ref	Owner	Action	Status
AP2/29/04	JR	Review potential option to use 28-30 The Parade as a secondary learning centre.	Closed: New premises agreed in principle and being actioned
AP4/29/04	IR	Create 'dashboard / Gantt type' summary of recommendation, responses, owners and milestones for agreement by JQ.	Closed: presented at this Board meeting
AP5/29/04	AB & AM	Meet with [X] to progress creating a summary progress narrative report for circulation internally and externally.	Closed: AM has met with [X] to progress
AP1/30/05	IR	IR to add risk to programme register: Unable to effectively monitor and control supplier engagement across multiple internal initiatives and properly identify time spent against individual activities to ensure no duplication of resource / cost	Closed: added to risk register
AP2/30/05	All	All to pass AM potential external contacts for employer engagement initiative	Closed: contacts passed

# Meeting Notes: Programme Board



Date:	Thursday 5 September 2019, 13:00 – 14:00
Attendees:	Catherine Madden (CM) [Chair], Ian Burns (IB), [X] (JL), Stephen Hardwick (SH), Kate Nutt (KN), John Rogers (JR), [X] (AM), Mark Grimley (MG), [X] (IR), Andy Bell (AB), [X] (DD)
Apologies:	[X] (PR), [X] (SP), John Quinn (JQ) [SRO]

## 1. Welcome and apologies

- Absences noted.

## 2. Review previous meeting notes and actions

- 
- Points noted:
- **Previous meeting notes:** Accepted as written.
  - **Review outstanding actions:** See end of notes for action status.

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Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

- 
- Points noted:
- **General update:** IR noted key points from progress report.
  - **TJ Leader Programme:** Board noted present issue of under-participation, agreeing to highlight position at next One Gov Board. IR will provide an updated report for next meeting.
  - **Respond to Phase 1 Report:**
    - IR noted that work is ongoing to establish present position with initiatives linked to each of the report's recommendations - update will be available for next Programme Board.
    - AM noted difficulties finding space on COM agenda for providing an update. Board agreed that while update to COM is for information only, not a decision, AM should continue attempts to update them.

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Decisions made: - None

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New actions: - AP1/05/09: IR to provide an updated report showing present status of participation in TJ Leader Programme.

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#### 4. Programme Budget

- 
- Points noted:**
- AM noted TJ Programme budget position, with present forecast showing a deficit of £61K for 2019 and plans to address through potentially moving some Phase 3 activities into 2020.
  - Board noted overriding requirement is to remain within budget for 2019, which AM assured was Ops Board intention.

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**Decisions made:** - *None*

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**New actions:** - *None*

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#### 5. Planned approach to Leadership Sessions attendance

- 
- Points noted:**
- AM presented document explaining potential for future overspend on Leader Programme due to higher than planned participant numbers and lower than planned attendance levels.
  - Board agreed need to ensure only applicable managers attend, i.e. with responsibilities for managing people (unless agreed otherwise) and not people due to leave organisation shortly. IR to provide a report to all DGs showing by department present managers on programme along with a request to review and identify any to remove.
  - Board agreed to defer a decision on AM's proposals in the meantime pending completion of DG communications noted in point above.

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**Decisions made:** - *None*

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**New actions:** - *AP2/05/12: IR to circulate a report to DGs showing the names of those presently on the Leader Programme with explanatory comms asking them to check and state any that should not participate.*

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#### 6. Incorporating some of the I WILL recommendations

- Deferred due to time limitations

#### 7. Response to AP1/02/07

- 
- Points noted:**
- AB proposed deferring item until next Programme Board due to meeting time constraints. IB raised concern that Board had already deferred this important item once before and that doing so again would mean waiting three months for a response addressing concerns. Board supported and proposed AB find
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time on next One Gov Board – scheduled for W/C 9 Sep – as an interim opportunity to review with senior management colleagues.

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Decisions made: - *None*

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New actions: - *AP3/05/12: AB to ensure proposals for addressing AP1/02/07 is tabled at next One Gov Board for discussion.*

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### 3 Other business

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Points noted: - AB expressed concern over meeting length and time available to review all items. Board concurred, agreeing to increase meeting length to one and half hours for future meetings. IR to arrange.

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Decisions made: - *None*

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New actions: - *AP4/05/09: IR to increase meeting length to one and half hours from this time forward.*

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### 4 Close

- Time and date of next meeting: *Wednesday 2 October 2019, 11:00 – 12:30 (TBC)*

**Outstanding action log**

Ref	Owner	Action	Status
AP1/02/07	JL and AB	Review present approach to engaging managers in Leadership Sessions and respond with a plan to ensure optimum effectiveness	Ongoing: to be reviewed at next One Gov meeting
AP1/29/07	JL and AB	Outline the roles of the TJ Leads and Line Managers and how these work together to embed and uphold the cultural framework	Ongoing: awaiting update
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture	Ongoing: awaiting update

# Meeting Notes: Programme Board



Date:	Wednesday 2 October 2019, 11:00 – 12:30
Attendees:	Ian Burns (IB) [Chair], John Rogers (JR), Stephen Hardwick (SH), [redacted] (DD), Andy Bell (AB), [redacted] (JL) [from 11:30], [redacted] (IR)
Apologies:	[redacted] (PR), [redacted] (SP), John Quinn (JQ) [SRO] Catherine Madden (CM), Kate Nutt (KN), [redacted] (AM), Mark Grimley (MG)

## 1. Welcome and apologies

- 
- Points noted:**
- **Absences:** In view of absences, which included SRO, Board resolved to defer most items on agenda to another interim meeting, arranged in W/C 7 October – IR to arrange.
  - **Quorate:** Board noted that terms of reference state that to be quorate it is advisable that the following named roles are present: Senior Responsible Officer, Programme Manager, One SLT representative, Director of People Services (or representative)

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**Decisions made:** - None

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**New actions:** - AP1/02/10: IR to arrange an interim Programme Board meeting for W/C 7 October 2019

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## 2. Review previous meeting notes and actions

- 
- Points noted:**
- **Previous meeting notes:** Not reviewed.
  - **Review outstanding actions:** Not reviewed.

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**Decisions made:** - None

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**New actions:** - None

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## 3. Programme Progress Report

- 
- Points noted:**
- **TJ Leader Programme:**
    - IR elaborated on red RAG status, highlighting key concern over number of contracted workshop spaces remaining versus number of participants yet to attend first full-day workshop, as summarised below:
      - Contracted TDP workshop spaces: 900
      - Workshop spaces provided to date: 720
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- 
- Workshops remaining: 11
  - Managers attending workshops to date: 563
  - Managers still to attend: 657
  - Workshops required to accommodate remaining participants: 46 (assume average 14 participants per workshop)
  - Additional workshops required from TDP: 35 (plus 11 contracted remaining)
  - Board agreed that all remaining managers on programme should at least attend the first one-day workshop, and that enough places for this should exist to allocate one to each person. IR to implement this.
  - Board further agreed that programme should aim to remain within existing agreed budget, logically by reducing the number of follow-up Leader Programme bitesize workshops provided. IR to analyse options for this and create proposals and recommendations for review at next (interim) Programme Board.
- Colleague Programme:**
- IR elaborated on red RAG status, noted that it reflected two issues:
    - Challenges finding sufficient TJ Leads to co-facilitate Colleague Programme workshops has led to paying for additional TDP facilitator resources. Longer term, the potential solution is employing specific GoJ resources.
    - Attendance level to date on Colleague Programme workshops being around 50% of contracted workshop spaces. While too early to draw firm conclusions from this, Board noted risk of this trend resulting in a future need to pay for additional TDP workshops or reduce programme. Board resolved to support focused effort made to increase workshop participation, noting present resource constraints within TJ Support Team.
  - **Further review:** no further elements of report discussed.
- 

**Decisions made:** - *D1/02/10: Agreed to provide a first one-day Leader Programme workshop for all managers on programme. Accommodating the additional workshops will necessitate a reduction in bitesize workshops, with options for this presented to Programme Board for endorsement.*

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**New actions:** - *AP2/02/10: IR to analyse workshop space requirements for accommodating increased number of Leader Programme participants, with options and recommendations presented to Programme Board for review.*

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#### **4. Programme Budget**

- Item not discussed.

#### **5. Planned approach to Leadership Sessions attendance**

- Document not specifically reviewed, but item covered in 3 (above).

#### **6. Planned approach to improving Colleague Programme attendance**

- Document not specifically reviewed, but item covered in 3 (above).

#### **7. Incorporating some of the I WILL recommendations**

- Deferred due to time limitations

#### **8. Review Programme Board Terms of Reference**

- Item not discussed.

#### **3 Other business**

- Item not discussed.

#### **4 Close**

- Board ended at 12:00 noon.
- Time and date of next meeting: *Friday 11 October 2019, 10:00 – 11:00 (Venue: Team Jersey Learning Centre, 4<sup>th</sup> Floor, 28-30 The Parade)*



**Outstanding action log**

Ref	Owner	Action	Status
AP1/29/07	JL and AB	Outline the roles of the TJ Leads and Line Managers and how these work together to embed and uphold the cultural framework	Ongoing: awaiting update
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Ongoing: awaiting update
AP1/05/09:	IR	Provide an updated report showing present status of participation in TJ Leader Programme.	New
AP2/05/09	AM	Present plans to bring the budget back on track at October Programme Board.	New
AP3/05/09	IR	Circulate a report to DGs showing the names of those presently on the Leader Programme with explanatory comms asking them to check and state any that should not participate and to highlight priorities for participation.	New
AP4/05/09	AB	Ensure proposals for addressing AP1/02/07 is tabled at next One Gov Board for discussion.	New
AP5/05/09	IR	Increase meeting length to one and half hours from this time forward.	New

# Meeting Notes: Programme Board



Date:	Monday 28 October 2019, 12:00 – 13:30
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Andy Bell (AB), John Rogers (JR), Mark Grimley (MG), [X] (IR), [X] (DD), [X] (PR), [X] (SP), Ian Burns (IB)
Apologies:	Kate Nutt (KN) [X] (JL)

## 1. Welcome and apologies

- Apologies: as noted above

## 2. Review previous meeting notes and actions

- Not covered in this meeting.

## 3. Programme Progress Report

- Not covered in this meeting.

## 4. Programme Budget

- Item not discussed.

## 5. Planned approach to Leadership Sessions attendance

- 
- Points noted:**
- DD talked through slide pack summarising the document 'TJ Leader Programme: addressing projected overspend - Proposed approach, v4.0 9 October 2019'
  - Board discussed contents and recommendations and contributed further input and considerations.
  - Following discussion, Board decided on the following approach:
    - a) To endorse an increase in workshop spaces on the Leader Programme from the presently contracted 900 managers to 1,220.
    - b) To achieve this without an increase in the overall TJ Programme budget, but aim to minimise impact on other programme elements by:
      - Improving engagement in programme through appointment of Department Champions and departmental admin support.
      - Including attendance on programme as part of all manager goals and objectives in 2020.
-

- 
- Increasing capacity in People Services team in 2020 to take on co-delivery of programme workshops in 2020/21 alongside building TJ Lead participation in co-delivery.
  - Increasing size of admin team in 2020 to improve booking and attendance management.
  - IR will undertake a contract amend with TDP to encompass this change.
  - Board further acknowledged it would review requirements for further programme delivery resources in 2020.
  - CM asked DD to provide a summary of plan to appoint 'Department Champions and departmental admin support' for presentation to SMG and SLG.
- 

- Decisions made:**
- *D1/1/10: Agreed to endorse an increase in workshop spaces on the Leader Programme from the presently contracted 900 managers to 1,220. To achieve this without an increase in the overall TJ Programme budget, but aim to minimise impact on other programme elements by:*
    - *Improving engagement in programme through appointment of Department Champions and departmental admin support.*
    - *Including attendance on programme as part of all manager goals and objectives in 2020.*
    - *Increasing capacity in People Services team in 2020 to take on co-delivery of programme workshops in 2020/21 alongside building TJ Lead participation in co-delivery.*
    - *Increasing size of admin team in 2020 to improve booking and attendance management.*
- 

- New actions:**
- *AP1/11/10: IR to undertake a contract amend covering the agreed change in Leader Programme workshop spaces.*
  - *AP2/11/10: DD to provide a summary of plan to appoint 'Department Champions and departmental admin support' for presentation to SMG and SLG.*
  - *AP3/11/10: JL to review TL Lead participation as co-facilitators on Colleague Programme, considering options to enhance their involvement.*
- 

## 6. Planned approach to improving Colleague Programme attendance

- Item not discussed.

## **7. Incorporating some of the I WILL recommendations**

- Item not discussed.

## **8. Review Programme Board Terms of Reference**

- Item not discussed.

## **3 Other business**

- IR noted that following review, the forecast programme expenditure is now on budget
- IR noted the inclusion of a 'Response to Phase 1 Report' progress update was in the document pack.

## **4 Close**

- Board ended at 12:00 noon.
- Time and date of next meeting: *Monday 28 October 2019, 12:00 – 13:30 (Venue: Archirondel Room, 1<sup>st</sup> Floor, Broad Street)*

**Outstanding action log**

Ref	Owner	Action	Status
AP1/29/07	JL and AB	Outline the roles of the TJ Leads and Line Managers and how these work together to embed and uphold the cultural framework	Ongoing: awaiting update
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Ongoing: awaiting update
AP1/05/09:	IR	Provide an updated report showing present status of participation in TJ Leader Programme.	Complete: IR has circulated report
AP2/05/09	AM	Present plans to bring the budget back on track at October Programme Board.	Complete: budget reviewed and noted on 11/10 meeting
AP3/05/09	IR	Circulate a report to DGs showing the names of those presently on the Leader Programme with explanatory comms asking them to check and state any that should not participate and to highlight priorities for participation.	Complete: IR circulated report
AP4/05/09	AB	Ensure proposals for addressing AP1/02/07 is tabled at next One Gov Board for discussion.	New
AP5/05/09	IR	Increase meeting length to one and half hours from this time forward.	Complete: IR has extended meetings

# Meeting Notes: Programme Board

Date:	Monday 28 October 2019, 12:00 – 13:30
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Andy Bell (AB), John Rogers (JR), Mark Grimley (MG), [X] (IR), [X] (DD), Ian Burns (IB)
Apologies:	Kate Nutt (KN), [X] (JL), [X] (PR), [X] (SP),



## 1. Welcome and apologies

- Apologies: as noted above

## 2. Review previous meeting notes and actions

### Points noted:

#### - Previous meeting notes

- Board confirmed notes from additional Programme Board held on 11 Oct represented agreed outcomes.
- Board further discussed ensuring only appropriate participants are on the list to attend Leader Programme and asked IR to recirculate present participants to DGs for checking.

#### - Review outstanding actions

- AP1/29/07 & AP2/29/07: Board discussed and agreed these actions remained outstanding. AB agreed to summarise TJ Lead activities that have been taken place and their impact in shaping organisational culture to date.
- Other action point updates at end of notes.

#### - Cross-charging departments for non-attendance

- CM queried status of plans to cross-charge departments whose members do not attend their booked TJ workshops. IR noted this had been a proposed within recent paper focused on potential Leader Programme overspend as mitigation but not progressed.
- DD noted that it was part of proposals being presented to CSB on 29 Oct, with a plan to charge for any managers coming onto the programme after the initial 1,200 places had been allocated or who missed allocated workshops.
- Board discussed principle, noting it was preferable to not charge punitively for non-attendance, but charge for additional managers wanting to attend the programme. Board further noted it was preferable that to ensure consistency then charges for additional managers were met from a central People Services' fund, rather than department-level funding.

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Decisions made: - None

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New actions: - AP1/28/10: IR to recirculate present Leader Programme participant list to DGs with a request to check and confirm all shown should be attending.

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### 3. Programme Progress Report

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Points noted: - Board asked for some additional information on TJ Lead department by department status – IR to add.

- IB questioned status representation of KPI category 3: Cultural change as 'Green' given we had not undertaken measurement of them. Board agreed they should have no status at present – IR to update.

- CM noted that [X] was using an app to track programme effectiveness – IR to follow-up.

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Decisions made: - None

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New actions: - AP2/28/10: IR to update Programme Progress Report to provide further information on TJ Leads per department.

- AP3/28/10: IR to modify KPI category 3 measure in Programme Progress Report to no status.

- AP4/28/10: IR to contact [X] about app being used to track programme effectiveness.

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### 4. Contract change requests

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Points noted: - Board approved contract change request CR05/19: Amend Workshop Cancellation Policy.

- SH asked for a breakdown of cancellation fees paid to date – IR to provide.

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Decisions made: - None

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New actions: - AP5/28/10: IR to provide a breakdown of TDP contract cancellation charges to date.

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### 5. Review Programme Board Terms of Reference

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Points noted: - Board considered quorum requirements following issue with earlier meeting and agreed the following change:

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- 
- To be quorate, the following members must be present:
    1. The Chairperson or in their absence another CSB member to assume chair
    2. The SRO or in their absence Director, People Services
  - Board considered proposed membership expansion to include representatives from HCS and CYPES, the two largest departments and agreed:
    - To expand the board
    - To invite representatives from HCS ([&lt;] suggested) and CYPES ([&lt;] suggested) - CM to invite.
    - In view of expanded board, to review the overall membership and determine whether it's appropriate for some to step down. AB raised concern that membership needed to include some DG representation. The Board agreed that rotation of Director Generals would be appropriate.

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**Decisions made:** - *D1/28/10: Amend the Board's Terms of Reference to reflect a new quorum arrangement and expand membership to include representatives from HCS and CYPES.*

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**New actions:** - *AP6/28/10: IR to amend Terms of Reference and circulate for approval.*  
- *AP7/28/10: CM to invite new members – from HCS and CYPES – to join Board.*

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- Item not discussed.

### 3 Other business

- DD talked Board through presentation going to CSB on 29 Oct.

### 4 Close

- Time and date of next meeting: *Friday 29 November 2019, 15:00 – 16:30 (Venue: The Learning Loft, 4<sup>th</sup> Floor, 28-30 The Parade)*



### Outstanding action log

Ref	Owner	Action	Status
AP1/29/07	JL and AB	Outline the roles of the TJ Leads and Line Managers and how these work together to embed and uphold the cultural framework	Closed: combine with AP2/29/07
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Ongoing: AB will respond at next meeting clarifying what impact they have had
AP1/05/09:	IR	Provide an updated report showing present status of participation in TJ Leader Programme.	Complete: Report sent
AP3/05/09	IR	Circulate a report to DGs showing the names of those presently on the Leader Programme with explanatory comms asking them to check and state any that should not participate and to highlight priorities for participation.	Complete report circulated
AP4/05/09	AB	Ensure proposals for addressing AP1/02/07 is tabled at next One Gov Board for discussion.	Complete: discussed at One Gov Board
AP1/11/10	IR	Undertake a contract amend covering the agreed change in Leader Programme workshop spaces.	Ongoing: to be completed
AP2/11/10	DD	Provide to provide a summary of plan to appoint 'Department Champions and departmental admin support' for presentation to SMG and SLG.	Complete: DD provided information
AP3/11/10	JL	Review TL Lead participation as co-facilitators on Colleague Programme, considering options to enhance their involvement.	Complete: JL has considered options

# Meeting Notes: Programme Board



Date:	Friday 29 November 2019, 15:00 – 16:30
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Stephen Hardwick (SH), Andy Bell (AB), Mark Grimley (MG), [X] (IR), [X] (DD), Ian Burns (IB), [X] (SP), [X] (JL),
Apologies:	Kate Nutt (KN), [X] (PR), John Rogers (JR), Ron Sainsbury (RS)

## 1. Welcome and apologies

- Apologies: as noted above
- Agenda change: JQ asked to hold discussion on item 4 'Team Jersey Programme approach and budget' from this meeting, as People Services were presently discussing the subject of resourcing potential additional TJ workshops alongside other learning and development requirements.

## 2. Review previous meeting notes and actions

- 
- Points noted:**
- **Previous meeting notes**
    - Board reviewed and accepted notes from meeting held on 28 October.
  - **AP6/28/10: Amend Terms of Reference and circulate for approval**
    - Board accepted amended terms of reference (v1.1) circulated subject to the following changes:
      - Change Stephen Hardwick board role from 'Communications' to 'SLT representative'
      - Change CYPES representative from [X] to Mark Owers

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**Decisions made:** - None

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**New actions:** - None.

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## 3. Programme Progress Report

- 
- Points noted:**
- IR summarised report findings. SH questioned status of Leader Programme and Colleague Programme as amber given that measures proposed to address attendance concerns had not been effective. Board determined to set status as red until there was clear improvement.
  - IB raised concern that report reflected outputs of programme (i.e. workshop attendance figures) rather than outcomes of programme (i.e. measurable culture change), noting previous requests to focus on latter as well as former.
-

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AB confirmed that he believed the programme was on track to deliver intended cultural change impact and that anecdotal evidence was coming through from areas to demonstrate this. AB further commented that full impact relied on other related organisational changes, such as leadership development, some of which was being hampered by delays in resolving several departmental TOMs. The Board agreed there was a need to focus on measuring the programme's impact of the program, via two initial mechanisms:

1. Qualitative measures

- AB will engage and gain opinions from TJ Leads at forthcoming TJ Academy events, reporting their general views on the impact of the programme to date.

2. Quantitative measures

- JL will begin collecting formal data from forthcoming Leader Programme bitesize sessions, reporting on their attendees' specific views on what cultural changes they are experiencing in their workplaces.

IR will begin including the output of these activities within the next programme update report.

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### 3 Other business

- None raised.

### 4 Close

- Time and date of next meeting: *Monday 23 December 2019, 11:30 – 13:00 (Venue: Council of Ministers Room, Broad Street)*

### Outstanding action log

Ref	Owner	Action	Status
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Ongoing: Plan to deliver at Dec Board meeting
AP1/11/10	IR	Undertake a contract amend covering the agreed change in Leader Programme workshop spaces.	Ongoing: To be completed following settlement of 2020 delivery plan
AP1/28/10	IR	Recirculate present Leader Programme participant list to DGs with a request to check and confirm all shown should be attending.	Complete: report circulated
AP2/28/10	IR	Update Programme Progress Report to provide further information on TJ Leads per department.	Completed: report updated
AP3/28/10	IR	Modify KPI category 3 measure in Programme Progress Report to no status.	Completed: report updated
AP4/28/10:	IR	Contact [X] about app being used to track programme effectiveness.	Ongoing: IR has contacted [X], but yet to meet
AP5/28/10	IR	Provide a breakdown of TDP contract cancellation charges to date.	Complete: report circulated
AP6/28/10	IR	Amend Terms of Reference and circulate for approval.	Complete: ToR agreed subject to changes requested and recorded in 29/11/19 notes
AP7/28/10:	CM	Invite new members – from HCS and CYPES – to join Board.	Complete: new members invited

# Meeting Notes: Programme Board



Date:	Friday 19 January 2020, 15:30 – 17:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Andy Bell (AB), John Rogers (JR), Mark Grimley (MG), [X] (IR), [X] (DD), [X] (PR), [X] (SP), Ian Burns (IB), Rob Sainsbury (RS), Kate Nutt (KN), [X] (KP)
Apologies:	Stephen Hardwick (SH), [X] (JL), John Rogers (JR), [X] (SP), Mark Grimley (MG), Rob Sainsbury (RS)

## 1. Welcome and apologies

- Apologies: as noted above.

## 2. Review previous meeting notes and actions

- Notes accepted as written.
- See overleaf for action point update.

## 3. Programme Progress Report

- 
- Points noted:**
- IR summarised Progress Report findings and responded to questions.
  - Board discussed 'One Gov – Team Jersey Progress Report' paper provided by DD, noting information being provided.
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**Decisions made:** None

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**Action points:** None

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## 4. Evaluate Programme Impact

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- Points noted:**
- AB reviewed feedback received from TJ Leads on department level cultural change initiatives and activities taking place.
  - Board noted positive information.
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**Decisions made:** None

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**Action points:** None

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### **3 Other business**

- DD noted that IR was leaving and therefore this was his final Programme Board – Board noted thanks.

### **4 Close**

- Time and date of next meeting: Tuesday 21 February 2020, 14:00 – 15:30 (Venue: Council of Ministers Room, Broad Street) – note that this date is under review.

**Outstanding action log**

Ref	Owner	Action	Status
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Complete: update provided at this Programme Board.
AP1/11/10	IR	Undertake a contract amend covering the agreed change in Leader Programme workshop spaces.	Ongoing: amend to be agreed with Commercial Group and presented to next Programme Board
AP4/28/10:	IR	Contact [X] about app being used to track programme effectiveness.	Ongoing: IR has contacted [X], but yet to meet

# Meeting Notes: Programme Board



Date:	Wednesday 26 February 2020, 11:30 – 13:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ) (SRO), Andy Bell (AB), [X] (DD), Ian Burns (IB), [X] (JL), Rob Sainsbury (RS), [X] (PR), [X] (PR)
Apologies:	Kate Nutt (KN), John Rogers (JR), [X] (IR), Stephen Hardwick (SH), Mark Grimley (MG), [X] (SP)

## 1. Welcome and apologies

- Apologies: as noted above.
- Point to note: CM asked for the minutes going forward to build on the detail from previous editions, however, a full in-depth account is not required.

## 2. Review previous meeting notes and actions

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Points noted: - Previous meeting notes  
- Board reviewed and accepted note from meeting held on 19 January 2020.

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Decisions made: - None

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New actions: - None.

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## 3. Programme Progress Report

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Points noted: - **Action Log.** DD went through the Action Log updates.

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- **Progress Report.** Update provided by DD:

- o Leaders Programme
  - Current reporting status is AMBER;
  - Now being delivered in bite size sessions;
  - Attendance overall is improving;
  - Booking for courses is now 5-6 weeks in advance.

- AB mentioned that the feedback from the bite size sessions is positive. The Leaders Programme overall is delivering the 2 degrees of change that was hoped for.

- RS shared that they are working to factor in time in to enable time to dedicate for this course for those staff with clinical responsibilities.

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- DD highlighted that we were in discussion with CYPES regarding colleagues' programme to agree options.

- Colleague Programme

- 1336 members of staff have been on the Programme, which is lower than the KPI currently. However, overall attendance is better. The afternoon session attendance is poor, therefore, from the end of March 2020 the Programme will be delivered in the morning. Friday mornings are being added from the beginning of April. In addition, from the beginning of March we changed the finish times from 5pm to 4:30pm

- JL briefed that at the time of the Programme Board the February cohort had concluded. March cohort starts on the 4<sup>th</sup> at conclusion will be 131 fully trained Team Jersey Leads. An evaluation piece focusing on effectiveness and sustainment will then be carried out.

- CM proposed through communications it may worthwhile to increase the profile of completing the training. In addition, it would help increase the profile of the individuals across the organisation.

- Phase 3

- Employee engagement is progressing. AB shared with the Board that a Steering Group has formed (meeting Apr 2020) with a summit planned for June with 60-100 attending. There will be 5 working groups across 5 themes with Government representation.

- Special Projects

- [X] is underway – awaiting the launch of colleagues sessions.
- [X] completed. waiting for sign-off of the completion report;
- [X] – following meeting with the [X] care group this will be signed off with [X] executive.

- Programme Functions

- Reporting as GREEN;
- The budget is in line with the forecast – no issues. The expectation is that the Programme will be within budget for 2020.

- Appendices

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- Team jersey Leads, JL is working with the Executive Sponsors with aim of ensuring a full compliment. We propose to focus on quality of the effectiveness of the Team Jersey leads which will require a review of our budget verses target quota of Team Jersey Leads. Leads.
- Health, JHA, GHE are looking for further representation – perhaps look at roles who would be the leads in these areas;
- Consider solutions for individuals that work in Health where English is not their first language. ACTION AB and RS to investigate.

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Decisions made: - *None.*

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New actions: - *AP1/26/02: AB and RS to investigate solution for individuals that work in Health where English is not their first language.*

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### 3 Contract Change Request

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Points noted: - **CR01-20: Amend Leader Programme Participation Numbers and Structure:** Board agreed to accept change request as presented 'in principle' pending minor sentence amends.

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Decisions made: - *D1/26/02: Board agreed CR01-20: Amend Leader Programme Participation Numbers and Structure 'in principle' pending minor sentence amends.*

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New actions: - *AP1/26/02: IR to review and amend sentences to reflect the fact that while the amendment restricts the numbers of days included in the contract the Programme will continue to deliver to the total numbers using in house resource.*

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### 4 Other business

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Points noted: - IB. Asked if the Board were responsible for the Values work as this underpinned the Team Jersey Programme. DD explained that an early tool would be presented at SMG to allow Managers to introduce values. A tool kit to support values was due to be launched in the Summer. AB. Suggested that held centrally in this Programme Board. CM. Suggested that this item to be included on the next agenda. Noted to log as an agenda item for the next Board, however, it is to be a temporary addition noting comments that this

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doesn't really sit with Team Jersey. DD to lead on it. JQ. Highlighted that this should sit with Organisational Development and that it is not a 'catch-all' for Team Jersey to pick up as it links to the sustainability plan.

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**Decisions made:** - D2/26/02: Board agreed CR01-20: Amend Leader Programme Participation Numbers and Structure 'in principle' pending minor sentence amends.

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**New actions:** - AP2/26/02: IR to review and amend sentences as per comments raised at the Programme Board and re-circulate.

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## 5 Close

Time and date of next meeting: *Tuesday 24 March 2020, 14:00 (Venue: TBC due Government direction re; Coronavirus)*

### Outstanding action log

Ref	Owner	Action	Status
AP2/29/07	JL and AB	Respond to what TJ Leads have done, are doing and their impact in shaping a positive culture - for October programme board	Complete: Updated at Board meeting by Team Jersey Learning and Engagement Lead
AP1/11/10	IR	Undertake a contract amend covering the agreed change in Leader Programme workshop spaces.	Ongoing: Amendment of words by Team Jersey Programme Manager
AP1/28/10	IR	Recirculate present Leader Programme participant list to DGs with a request to check and confirm all shown should be attending.	Complete: report circulated
AP2/28/10	IR	Update Programme Progress Report to provide further information on TJ Leads per department.	Completed: report updated
AP3/28/10	IR	Modify KPI category 3 measure in Programme Progress Report to no status.	Completed: report updated
AP4/28/10:	IR	Contact [S&L] about app being used to track programme effectiveness.	Ongoing: Team Jersey Programme Manager to chase
AP5/28/10	IR	Provide a breakdown of TDP contract cancellation charges to date.	Complete: report circulated
AP6/28/10	IR	Amend Terms of Reference and circulate for approval.	Complete: ToR agreed subject to changes requested and recorded in 29/11/19 notes
AP7/28/10:	CM	Invite new members – from HCS and CYPES – to join Board.	Complete: new members invited

# Meeting Notes: Programme Board



Date:	Tuesday 21 <sup>st</sup> April 2020, 14:00 – 15:30
Attendees:	Catherine Madden (CM) (Chair), [X] (DD), [X] (PR), [X] (PRsl), [X] (JL), [X] (SP), Mark Owers (MO), Andy Bell (AB)
Apologies:	Kate Nutt (KN), Mark Grimley (MG), John Quinn (JQ) (SRO), Ian Burns (IB), Rob Sainsbury (RS),

## 1. Welcome and apologies

- Apologies: received from JQ, IB and KN.

## 2. Review previous meeting notes and actions

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- Points noted:
- Previous meeting notes
  - Board reviewed and accepted notes from the last formal as accurate.
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- Decisions made:
- *None*
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- New actions:
- *None.*
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## 3. Programme Progress Report

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- Points noted:
- **Action Log.** DD went through the Action Log updates. Action 1 is now closed with Action 2 marked as on-going.
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- **Progress Report.** Update provided by DD:
    - DD reminded the Board that leadership, Colleagues and Team Jersey Leads session has been on pause since the 16 March 2020 due to the impact of COVID-19. Whilst the situation is being constantly monitored these aspects of the programme will be formally reviewed in June 2020.
    - The TJ Lead Programme will be re-activated sooner and is in the infancy stages of being re-activated with the I am Team Jersey being the focus, currently collating good news stories to share.
    - AB highlighted that it may be time to review the Employer Engagement Workstream as there have been requests to the relaunch in May which is currently set for June.
    - There is a Team Jersey Newsletter drafted and ready for publication.
    - AB has a session booked with the Education Department on Schools.
    - Coaching has commenced with 32 Managers currently accessing this service.
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Decisions made: - *None.*

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New actions: - *None.*

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### 3 TDP Thought Paper

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Points noted:

- AB had as a prerequisite to the meeting drafted Thought Paper on the Team Jersey Programme.
- It posed the question 'How do we re-position the Team Jersey Programme?'
- Essentially a set of assumptions around finance, psychological impact and services provided currently with the intention to:
  - Review what we are learning;
  - Review the Programme, implications and opportunities;
  - Re-frame, re-think on how to move forward;
  - Services; the way we work now/what we deliver;
  - Reset. How do we reset, re-align, do new things
- Following analysis by the Programme Team, a formal paper for re-booting the Programme in the autumn will be drafted.
- CM mentioned that it would be helpful at the beginning of June to see where we are with the Programme noting reflections so far, understanding budget constraints. It was agreed that a meeting should take place in the first week of June, with the following to be present, JQ, CM, MO, IB, CM, DD & AB.

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Decisions made: - *D1/21/04: Board agreed to sit with a core attendance in June to discuss the future of the Team Jersey Programme following the Programme Teams analysis.*

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New actions: - *AP1/21/04: PR to book meeting.*

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### 4 Other business

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Points noted:

- AB. Asked after highlighting the point re; bringing forward the Employer Forum Project from 30 June to May. There have been developments with CYPES; how do employers help them focus on young people coming out of schools – school leavers. There was one broader request from the GoJ Director of Communications as he was approached by Jersey Finance to support a series of campaigns.

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- CM made a few points in response to AB:
    - Standing the group up early will not necessarily stop things progressing across island with businesses;
    - There is already a mechanism for an economic recovery plan.
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**Decisions made:** - *D2/21/04: CM decided with support from the Board to take the point AB raised away to discuss what is the best way forward in consultation with Charlie Parker and Richard Corrigan.*

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**New actions:** - *AP2/21/04: CM to have a discussion with Charlie Parker and Richard Corrigan on re; the Employer Forum.*

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## 5 Close

Time and date of next meeting: *Tuesday 26 May, 14:00 (Venue: TBC due Government direction re; Coronavirus, however likely to be 'virtual' via Microsoft Teams).*

**Outstanding action log**

Ref	Owner	Action	Status
AP4/28/10:	PRsl	Contact [X] about app being used to track programme effectiveness	Ongoing
AP1/21/04:	PRsl	Board agreed to sit with a core attendance in June to discuss the future of the Team Jersey Programme following the Programme Teams analysis. PR to book meeting.	Completed
AP2/21/04:	CM	Programme Board Chair (CM) to have a discussion with Charlie Parker and Richard Corrigan on re; the Employer Forum.	



# Meeting Notes: Programme Board



Date:	Tuesday 30 <sup>th</sup> June 2020, 14:00 – 15:30
Attendees:	Catherine Madden (CM) (Chair), [X] (DD), [X] (JL), [X] (SP), Mark Owers (MO), Andy Bell (AB), Kate Nutt (KN), Ian Burns (IB)
Apologies:	Mark Grimley (MG), John Quinn (JQ) (SRO), Rob Sainsbury (RS), [X] (PRsl), [X] (PR), Andy Scate (AS)

## 1. Welcome and apologies

- Apologies: received from JQ, MG, PR, PRsl, AS and RS
- CM stated that officially without JQ and MG the meeting was not quorate however, JQ has signed off as SRO on the papers for today's discussion with a recommendation for the Board to approve.

## 2. Review previous meeting notes and actions

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Points noted:	- Previous meeting notes accepted as accurate.
Decisions made:	- None
New actions:	- None.

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## 3. Programme Progress Report

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Points noted:	<ul style="list-style-type: none"><li>- <b>Action Log.</b> DD confirmed all actions are complete.</li><li>- <b>Progress Report.</b> Update provided by DD:<ul style="list-style-type: none"><li>- DD provided walkthrough of the progress report for the period.</li><li>- Phase 2 learning interventions remain in a suspended position with the restart proposal forming the main topic of today's meeting. Will return to this in more detail later.</li><li>- TJ lead Academy programme has restarted through virtual sessions on Teams. First sessions were held on 18<sup>th</sup> June with further planned on 15<sup>th</sup> July. Feedback and insights gained will help to inform future delivery. All 4 topics (8 sessions) are planned for delivery ahead of September.</li><li>- Phase 3 – Update as per report.</li><li>- AB commented that with completion of GHE it can be removed from the report moving forwards.</li><li>- Adult Mental Health should be added.</li></ul></li></ul>
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- Budget is £154k positive due to suspended activity but will need to be reforecast based subject to decision from the Board today to approve the 'Post Covid Proposal' paper. JQ has also confirmed that £200k of the 2020 budget will be carried forward to 2021 due to delayed delivery.
- Design group is meeting next week to review content for new sessions inc. Our Culture (Colleagues) Our Values (toolkit).
- There have now been 5 issues of the We Are Team Jersey newsletter initiated during lockdown with active discussion to roll this into BAU with Internal Comms.
- Some areas are behind schedule; a) Schools toolkit – availability to progress with teachers due to covid, b) I Am/We Are – newsletter provided medium to launch the brand in this window following postponement of initial video (shared at SMG). Further engagement and development of the brand has been impacted by redeployment of programme resources. c) My Actions Matter (TJL initiative) – essence of this rolled into top tips during lockdown – JL commented that we want to review and reset the content in consideration of covid period and upcoming Be Heard survey.
- Coaching AB noted that this had been successful with a circa 40% uptake. Proposition would be wound down to close in mid-July. He will present a paper to ELT noting the outcomes of the offering and recommendations for future consideration. IB and MO both shared very positive feedback on the coaching provision.
- TJL network – recruitment of new leads has been on hold but there are 2 further cohorts for intake planned in Q4/Q1. CM commented that the Covid period has highlighted some talented people demonstrating the TJ spirit who perhaps may not have had confidence to take on this role previously and a targeted approach, with this in mind, may be beneficial.

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**Decisions made:** - None.

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**New actions:**

- AP1/30/06: *Special projects - Remove GHE and add Adult Mental Health – PR*
- AP2/30/06: *TJL Recruitment – targeted approach across unrepresented areas - JL*

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### 3 Post Covid Proposal

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**Points noted:** - DD noted that the Board had been issued with the full paper in advance which will be taken as read.

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- DD ran through a shorter presentation of the key points within the paper for discussion.
  - All members of the Board present gave their full support to the proposals with only the following comments made:
    - Leadership Sessions – Against the backdrop of challenges around attendance for F2F sessions, KN shared concerns around attendance and completion if people are given the option to attend virtual delivery. Board agreed that a tougher policy around attendance / non-attendance is required. AB added that this is a broader cultural issue as there is a systemic sense that people do not holistically use the tools provided, MCMG for example. TJ will be operating a 2 x strikes and wait policy and will seek support of Executive Sponsors to implement.
    - Political programme – AB asked for the Board's support to get it off the ground. Some traction was starting to prevail but has been thwarted due to Covid. CM commented that this position may continue as covid response and the impact of it on government plan remains key focus. CM, DD and AB to take offline.
    - DD noted that new proposals have a dependency on TJ/OD resourcing of roles that have not yet been approved by the resourcing panel and asked for the Board's support. Not securing these roles will have an adverse impact on costs.
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**Decisions made:** - *D1/30/06: Board will recommend support at ELT.*

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**New actions:** - *AP3/30/06: DD and AB to take and update to ELT on the 07/07/2020.*

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#### 4 Covid realignment

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- Points noted:**
- DD produced paper to outline £138k of adverse cost impact on TJ budget as a result of resources and premises redeployed to covid response.
  - Board noted.
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**Decisions made:** - *None*

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**New actions:** - *None*

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#### 5 Other business

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- Points noted:**
- Noted that TJ facilitated the last SMG before lockdown and will do so again on the 9<sup>th</sup> July to help review, reframe and reset. Board agreed that using the
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programme to help reset other internal focus such as the customer strategy and ITS etc. would be beneficial.

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Decisions made: - *None*.

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New actions: - *None*.

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## 6 Close

Time and date of next meeting: TBC confirmed but CM requested that it be maintained at 1 month to 6 weeks time.

**Outstanding action log**

Ref	Owner	Action	Status
AP4/28/10:	PRsl	Contact [X] about app being used to track programme effectiveness	Ongoing
AP1/21/04:	PRsl	Board agreed to sit with a core attendance in June to discuss the future of the Team Jersey Programme following the Programme Teams analysis. PR to book meeting.	Completed
AP2/21/04:	CM	Programme Board Chair (CM) to have a discussion with Charlie Parker and Richard Corrigan on re; the Employer Forum.	

# Meeting Notes: Programme Board

Date:	Tuesday 13 <sup>th</sup> October 2020, 14:30 – 16:00
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ), [X] (DD), [X] (PRsl), [X] (JL), [X] (SP), Andrew Scate (AS), Rob Sainsbury (RS), Andy Bell (AB), Kate Nutt (KN), Dirk Danino-Forsyth (DDF)
Apologies:	Mark Grimley (MG), Ian Burns (IB), Mark Owers (MO),



## 1. Welcome and apologies

- Apologies: Received short notice apologies from Mark Owers. All other apologies were in advance

## 2. Review previous meeting notes and actions

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Points noted: - Previous meeting notes accepted as accurate.

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Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

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Points noted: - **Action Log.** AP2/30/06 and AP3/30/06 addressed through the Progress Report Update

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- **Progress Report.** Update provided by DD:

- The TJ leadership workshops are receiving low numbers at present. Low numbers are in part as a result of COVID-19, particularly not being able to take time out of the office. The result of low numbers has led to a number of cancellations. The TJ Programme Team is trialling an online blended approach to help address attendance.
- Colleague workshops. This element of the Programme is going well hitting 75% of attendance.
- TJ Lead Programme. The component has had good engagement since the Programme was re-started post lockdown.
- Talent. Progressing positively after suspension due to key players no longer being as distracted by the pandemic; this element of the Programme is forecasted to deliver by the end of 2020.
- Jersey Employers Group (JEG). The JEG have resumed activity following suspension during COVID and are actively progressing a strategic work force plan for the island, forecasted to be delivered by the end of Nov

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2020. The workstream looking at early engagement with schools is also progressing those looking at Talent Pathway, Coaching and Diversity within Leadership will be restarted shortly.

- Department Specific. CYPES has restarted the bespoke project in Childrens recently with workshops looking at the High Performing Teams toolkit to build momentum with staff.
  - The Team are about to start scoping workshops for Adult Social Care & Mental Health and mental health.
  - Team Jersey My Welcome. This piece of work is being progressed in conjunction with the central P and CS, OD Team. Face to Face delivery is now up and running. The online Team Jersey element for 'My Welcome' has been completed and is due for sign off this week.
  - Change Request (CR03-20) Update. Values toolkit designed and is now ready to for pilot; on-track for delivery by the end of this year.
  - Schools have been pre-occupied with the impact of COVID-19. However the TJ Team has been in discussion as to the best way to re-engage – due to pick up in the new year.
  - I Am Team Jersey. Complete. Elements agreed to be delivered during COVID-19 have been delivered.
  - Communications & Engagement. The Team Jersey Newsletter has been so successful that it has now replaced Changing States. There has been some great stories from individuals role modelling the values and celebrating their efforts during COVID-19.
  - General. There is now more capacity in the Programme Team with a growing team of GoJ facilitators which means the Programme will be able to now deliver 'out and about'. The Communications and engagement plan is currently under review.
  - Programme Budget. Below budget as planned to meet saving target, in the main this is as a result of the lower spend in relation to TDP forecast. The forecast for the Programme for 2020 is at circa £1.6m
  - Risks. DD called the Programme Board to the attention of the last risk, which is specifically around the potential/possible COVID-19 spike and the possible need to suspend the face to face elements of the programme. Since the recommencement of the Programme post lockdown face to face colleague workshops are running at a maximum attendance of 12, not 20 as pre-COVID-19 due to physical distancing rules, with leaders' workshops running at a maximum of 10. The Programme now has everything in place to be able to run 'on-line' if required. However the team recognise that this delivery mechanism may not be for everyone. In the meantime some
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sessions will be run online during November to refine the user experience. KN highlighted Risk 109 (Acceptance of TJ Engagement) as it was felt a worry and not confident the mitigation will meet the risk. DD in response highlighted that in some areas TJ leads did well during the COVID-19 period supporting colleagues and keeping the values in the forefront of people's minds. Numbers of TJ Leads have been reviewed and as a result the TJ Programme is looking to increase the number of TJ Leads. It has been noted as part of the review that work/output has dropped slightly in total 133 active leads 13 of which are not sure they can commit due to current workload. The TJ Programme Team feel that this is currently receiving the appropriate focus, noting that there is still work to do in this area.

- On the subject of engagement AB added that the Programme is seeing positive response from the ELT that they are actively engaging with. In addition the TJ Programme is looking to build a plan with each department and this will assist with engagement further. The plan that AB & DD are developing will dovetail with TJ Lead plan, producing a joined up approach. The intent over the next 3-4 months is to engage as far down through the organisation as possible to Tier 3 at management level.

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Decisions made: - *None*

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New actions: - *None*

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### 3 Programme Quarterly KPI Report

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- Points noted:
- DD explained that this report is now separate from the Main TJ Programme Progress Report and will be updated and shared on a quarterly basis. The KPIs reported are the KPIs from the TJ contract itself.
  - Going forward we will need to if to continue to use these exact KPI's or something different.
  - As the TJ Programme progresses more work will be undertaken by GoJ less by TDP.
  - Most KPIs are being met. Some elements, for example attendance of Leadership events is below forecast. However, overall this dip is not impacting on the Programme KPI.
  - The KPIs in the latter part of the report are reliant on the outcome of the Be Heard survey which is due to deliver its results in the final quarter of 2020.
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- RS asked if there was going to be comparative survey carried out 'vs' previous be heard survey. Highlighting that the Be Heard survey is during a pandemic. DD shared that the work on Be Heard survey is being benchmarked against other organisations to compare. Other organisations are noticing a drop due to COVID 19. DD we will look to carry out pulse survey and that we will also look at benchmarking further – recognising it is a difficult period.
  - CM shared that the limited data that she has seen to date is rich and doesn't think there will be any surprises or major issues with the output.
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Decisions made: - *None*

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New actions: - *None*

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#### 4 Team Jersey Programme Briefing Paper – New Contract

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- Points noted:
- CM highlighted that all attendees were asked to read the paper in advance to be informed to make a decision.
  - DD reminded the attendees of the highlights from the briefing paper. In particular that the Programme had to be suspended in March due to COVID-19.
  - The paper proposes a year extension but also covers a sustainability model as we were able to recruit as a result of COVID, further highlights:
    - Continue on the current programme (circa 180 days) colleague and leadership programme in the main;
    - Funding will be taken from the Corporate & People Services growth money to allow us to extend the programme. 50% pays for internal team and facilities with the other 50% extension on the actual contract.
    - The new content will allow response to outcomes of the Be Heard survey.
  - CM requested a vote from all attendees – all were in agreement. The Programme Board formally records the agreement.
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Decisions made: - *None*

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New actions: - *None*

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## 5 Workshop

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- Points noted:**
- CM said Charlie Parker during their recent 1-2-1 that the TJ Programme has not had the opportunity to meet in a workshop format, that it has focused on board and board reports. Now it has the opportunity to feed in ideas and thoughts and that it would be a good idea to have a workshop without a formal agenda.
  - DD suggested two hour slot. DD with support from AB to work in a clear agenda and CM would like it circulated beforehand – all in agreement with this approach.
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**Decisions made:** - *None.*

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**New actions:** - *None.*

## 6. Board Membership

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- Points noted:**
- DD and JQ have had a discussion about inviting a Team Jersey Lead to Programme Board – having a voice in this forum was felt of value. AB suggested that we rotate the attendee with perhaps someone from Health being the first to be invited.
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**Decisions made:** - *None.*

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**New actions:** *None.*

## 6 Close

Mtg closed. Next meeting workshop - 27<sup>th</sup> October 2020

**Outstanding action log**

Ref	Owner	Action	Status
		Nothing to add	

# Meeting Notes: Programme Board



Date:	Friday 27 November 2020, 10.00 – 11.30
Attendees:	Catherine Madden (CM) (Chair), John Quinn (JQ), [X] (DD), Rob Sainsbury (RS), Andy Bell (AB), Kate Nutt (KN), Ian Burns (IB), Mark Owers (MO)
Apologies:	[X] (JL), Mark Grimley (MG), [X] (NS), Andrew Scate (AS), [X] (IR), Dirk Danino-Forsyth (DD0 [X] (PR),

## 1. Welcome and apologies

- Apologies: as above.

## 2. Review previous meeting notes and actions

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Points noted: - Previous meeting notes accepted as accurate, no outstanding actions.

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Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

Points noted: - DD provided update, which included:

- **Progress with Phase 2**

- Leaders programme - amber, no pattern in low attendance, moved to virtual this week.
- Colleagues programme - continuing face to face as able to manage two metre distancing. Concerned about December sessions due to increased cancellations.
- Team Jersey Leads – Nine graduated this week - total now 133. Amber due to current cohort finding it hard to be active within departments. JL hosting successful meetings with depts leads and exec this and week.

- **Progress with Phase 3**

- Talent Strategy – [X] presenting at Operating Committee next week for consultation.
  - Jersey Employers Group – report due out this week. CM raised question about the JEG being known as the Team Jersey Employers Group, would like the branding to reflect it's a Government programme not a Team Jersey programme. TJ provides operational support and programme management. Will pick up again in AOB.
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- Progress with department-specific requests for cultural change support
    - Dept specific projects. Children and social work progressing. Scoping in ASCMH, CWF's in HCS. Scoping proposal will come to board.
    - FRS scoping also completed - discovery workshops starting mid-December.
  - Update on the Change Request CR03/20: Team Jersey Re-alignment
    - TJ My Welcome modules completed and ready to launch.
    - Toolkits – testing underway and filming undertaken for 'how to use the toolkits' videos to launch after Christmas. Toolkits are going to departments who request them, 10 have been requested in HCS.
    - Schools work suspended due to managing Covid.
  - Programme communications and engagement
    - Communication and Engagement strategy will come to Board in January.
  - Programme budget
    - Looking to underspend £300k vs plan of £200k, travel has reduced as only one off-island trainer being used. DD engaging with finance, no possibility to carry forward. DD will discuss with JQ at meeting next week. We can complete some design work in 2020 with TDP.
    - DD is working with [S<] on 2021 budget to ensure programme can be delivered within allocated funds and will discuss possibility of a bridge due to Covid with [S<].
  - Programme risks
    - Increased risks identified due to Covid, particularly for colleague programme.
    - KN highlighted a risk due to Be Heard survey result and impact on perception and buy in to TJ programme. DD has agreed with SG to coordinate SLT session two with the release of results into departments. KN feels this should be raised as a risk, AB agreed and expects programme to come under political scrutiny. Messaging needs to align with ELT. Clear messaging needed on programme duration, post discovery stage, currently nine months. AB highlighted the opportunity for the programme to make a difference with the dept specific work.
    - RS does not feel the Be Heard survey result is a direct reflection of the TJ programme solely and the broader context needs to be considered, including the pandemic. RS discussed conversations with NHS England, including retargeting survey questions. CM agreed with RS and AB.
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- AB requested views from MO, he agreed with RS. Issues are wider than departments and into the general perspective of the Government in the community. IB discussed positive scores in relation to the programme, most important consideration is actions now taken.
- AB reflected that the feedback in Be Heard has the same key themes and messages from the Team Jersey phase one report.
- MO left the meeting at 10.35 am.

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Decisions made: - None

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New actions: - AP1/27/11: DD to contact Steven Mair to ask about carry forward of default funds into 2021.

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### 3 Building Team Jersey Sustainability

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- Points noted:
- DD presented slides on the outline delivery plan for 2021.
  - KN raised key points that come back via I WILL, KN attended DIB workshop and suggested rolling out to all staff. Other suggestions – agile working and returning to work after Covid. More than 100 colleagues attended the Imposter Syndrome event and 33 have applied for Board Apprentice scheme. Suggestion to align the work within TJ. DD discussed yesterday's Ops Board discussion on the TJL Academy content becoming available, without duplicating the Learning and Development team's work in PCS. Another option is department specific sessions for Leaders who've completed the core programme. JQ agreed with KN and DD, highlighting the TJ programme length. AB agreed with DD and the need for the consultancy work in departments. PCS can be supported through design work by TJ. AB suggested need for PCS to look at working from home. DD is completing an agile working project, which she'll share in January 2021.
  - RS raised need for focus on well-being. DD is researching compassionate leadership as a potential bite size, engaging with [X].
  - IB agreed with allocation principles but felt CLS had too many days for size of department and would suggest days going to departments with more staff. AB highlighted allocations are over a 12-month period, days could easily be used within one project. CM – days need to be spread across departments and not just within small teams. DD suggested a review in six months of allocation.

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Decisions made: - D1/27/11: Board agreed 'Team Jersey 2021 – 22 Delivery' plan as presented by DD, noting specific points:

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- *Section 6: Allocation of consultancy resource, which will be presented to ELT on 15 December 2020 and reviewed again by Programme Board in June 2021.*
  - *Section 7: Management of DNA for sessions, with agreement to not put 'do not attend cancellation' charges into place for sessions at current time, but review again after Easter 2021.*
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New actions: - None

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#### 4 Other Business

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- Points noted:
- Jersey Employers Group – AB – funding will be reduced in 2021, the programme can support Jan to March 2021. There is a risk this will be withdrawn as programme extension does not include support of project management costs. AB feels this work is fundamental and unfortunate if momentum was lost due to lack of support by programme. CM acknowledged the size of the project and suggested discussing financial support from group members.
  - Jersey Employers Group report – AB suggested sharing initially with JQ and Richard Corrigan before going to steering group.
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Decisions made: - None

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New actions: - *AP2/27/11: AB and JQ to discuss financial support from the group members at next JEG steering group.*

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#### Close

Meeting closed.

Next meeting workshop – Tuesday 26 January 2021

# Meeting Notes: Programme Board



Date:	Tuesday 26 January 2021
Attendees:	John Quinn (JQ) [SRO] [Chair], Andy Bell (AB), [X] (DD), Rob Sainsbury (RS), Ian Burns (IB), [X] (IR)
Apologies:	Catherine Madden (CM) (Chair), [X] (SP), Kate Nutt (KN), Andrew Scate (AS), Mark Grimley (MG), Dirk Danino-Forsyth (DDF), [X] (JL) [X] (PR), Mark Owers (MO)

## 1. Welcome and apologies

- Apologies and absentees noted as shown above.

## 2. Review previous meeting notes and actions

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**Points noted:** - Previous meeting notes accepted as accurate.  
- Action point review – see end of notes for update.

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**Decisions made:** - *None*

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**New actions:** - *None*

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## 3. Programme Progress Report

**Points noted:**

- Board reviewed monthly progress report, with DD highlighting:
  - Attendance at online Leader workshops remains patchy - assumed link to demands of present Covid restrictions.
  - Online Colleague workshops launched in January with good attendance at those delivered so far.
  - Challenges relating to Covid restrictions remained for the TJ Lead programme, which ideally needs face-to-face activities for maximum affect.
  - Most Phase 3 work nearing completion – this meeting agenda has an item to review next steps for Jersey Employment Group.
  - Good progress with Department-Specific cultural change support – this meeting agenda has an item to consider plans for Fire & Rescue.
  - Values Toolkit expected shortly.
  - £300K underspend in 2020 due Covid restrictions impact on workshop delivery.
  - Operations Board is reviewing risk management approach to better align with Perform and provide more effective focus on material risks.

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- AB noted that Strategic Workforce Plan was now complete and being presented to SLT, then ELT in February / March. SEB will subsequently view outcome of these activities.
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Decisions made: - None

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New actions: - None

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#### 4. Contract change request

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- Points noted:
- IR explained that no explicit Programme Board note seemed to exist accepting Change Request CR4-20 - Coaching support, which was presented to April 2020 Programme Board. This point was to correct that.
  - For clarity, Board retrospectively accepted Change Request CR4-20 - Coaching support.
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Decisions made: - *D1/26/01: Board retrospectively accepted Change Request CR4-20 - Coaching support.*

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New actions: - None

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#### 5. Programme KPI update

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- Points noted:
- IR talked through Programme KPI update report, elaborating on reasons for those KPIs not achieving green status.
  - IR noted analysis work on latest employee engagement survey being carried out to extract comparison data needed to assess progress against cultural change KPIs.
  - DD noted Ops Board are presently reviewing existing approach to KPIs in view of originally contracted programme coming towards an end and contract extension beginning. Aim to place better focus on key areas of delivery and longer-term benefits. Present to Programme Board during Q1 2021.
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Decisions made: - None

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New actions: - None

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## 6. Jersey Fire and Rescue Service bespoke work proposal

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- Points noted:**
- DD talked through agreed programme of department-specific cultural change work for the Fire & Rescue department.
  - Board agreed to work going ahead as per 'Scope of Works - Team Jersey - Creating a Positive Workplace Culture - Jersey Fire and Rescue Service' document presented at this meeting.
  - Board further agreed that spend on this work outside of core programme budget would be covered by a contract exemption, to be drawn-up by TJ Commercial Group – IR to ensure completed.
  - DD undertook to keep Board updated on programme including use of TJ resources.
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- Decisions made:**
- *D2/26/01: Board agreed to department-specific cultural change work going ahead for Fire & Rescue, with additional spend on this covered by a contract exemption.*
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- New actions:**
- *AP1/26/01: IR to work with TJ Commercial Group on contract exemption needed to cover department-specific cultural change work for Fire & Rescue.*
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## 7. Next steps for the Jersey Employers Group

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- Points noted:**
- AB noted positive progress made by this group and stressed need for GoJ to remain engaged in activity after March 2021.
  - Board agreed, with JQ requesting future focus on tactical rather than strategic activities – examples being diversity and inclusion, secondment, coaching and mentoring.
  - Board further agreed to [~~S~~] continued involvement and funding this from the Team Jersey Contract Extension budget (consultancy days).
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- Decisions made:**
- *D3/26/01: Board agreed to Team Jersey remaining involved in Jersey Employers Group after March 2021.*
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- New actions:**
- *None*
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## 8. Other business

- Nothing noted.

## **9. Close**

- Date of next meeting noted as Tuesday 23 February 2021

**Action Log**

Ref	Owner	Action	Status
AP1/27/11	DD	Contact [X] to ask about carry forward of default funds into 2021.	Closed: DD has investigated with [X]. No mechanism available to carry wholesale unspent budget funds from one year to next but possible for small scale 'buy in advance' – five days consultancy / facilitation paid for in Dec 20 for delivery in Q1 21 (delayed due to Covid restrictions).
AP2/27/11	AB & JQ	Discuss financial support from the group members at next JEG steering group.	Ongoing: no update yet available.

# Meeting Notes: Programme Board



Date:	Tuesday 23 March 2021
Attendees:	Catherine Madden (CM) [Chair], John Quinn (JQ) [SRO] [Chair], Andy Bell (AB), [X] (DD), Rob Sainsbury (RS), [X] (IR), [X] (SP), Kate Nutt (KN), Andrew Scate (AS), Mark Grimley (MG), Dirk Danino-Forsyth (DDF), [X] (JL)
Apologies:	[X] (PR), Ian Burns (IB), Mark Owers (MO)

## 1. Welcome and apologies

- Apologies and absentees noted as shown above.

## 2. Review previous meeting notes and actions

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Points noted: - Previous meeting notes accepted as accurate.  
- Action point review – see end of notes for update.

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Decisions made: - None

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New actions: - None

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## 3. Programme Progress Report

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Points noted: - **Part 1: Receive TJ Programme Status Update Report**

- DD updated on general workshop progress, noting continued attendance challenges principally due to Covid workload and prioritisation impact. Positive response to latest TJ Lead recruitment, with planned training programme in place.
- AB updated on JEG progress, including plans to update SEB and COM in April. CM noted need to include an update on IoD diversity and inclusion initiative within this.
- AB noted plans to restart CYPES workshops depend on going back face-to-face, but engagement continues with senior leadership team. MG noted recent discussions indicated Ministerial support exists for mandating Team Jersey within CYPES.
- DD noted that Fire & Rescue department-specific programme is agreed and being delivered.

- **Part 2: Approve Approach to monitoring contract extension progress**

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- DD explained the second part of report contains proposed approach to reporting on programme progress under the contract extension and was being presented for comments on format.
  - DD and JL summarised progress being made with developing a communications and engagement strategy. DDF offered further Comms team support, noting success of virtual exhibition being used to promote new hospital.
  - MG requested further information included in report showing drawdown of consultancy days by departments in support of specific cultural change programmes, noting the importance of these activities given results arising from recent engagement survey. IR agreed to review content and format.
  - RS noted that HCS had not yet moved ahead with its recommended programmes in Maternity and Adult Mental Health due to need for aligning activities with other planned staff development initiatives. He also noted questions around cost of bespoke support and budget available, suggesting a review of allocated core consultancy days might help. DD agreed to review core consultancy days policy.
  - KN supported MG's points on the need for departments to take advantage of Team Jersey core consultancy days, highlighting need for programme to challenge those departments not embracing. AB clarified difference between 'core' days, which are allocated and available for each department to deliver the core workshops and people plan activity , and 'bespoke' days from the programme budget which are used in each department as appropriate, if there is additional support required above these allocated days this is chargeable.
  - JQ noted that COO had paused its Team Jersey work during lockdown but planned to resume when workplace restrictions are lifted.
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Decisions made: - None

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- New actions:
- AP1/23/03: IR to review approach to reporting on use of consultancy days by departments, particularly including days used and those remaining.
  - AP2/23/03: DD to review policy for allocating core consultancy days to departments with a view to increasing accessibility.
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#### 4. End of Contract Report

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- Points noted:
- AB summarised key takeaway points from the report, which has been circulated to board members, noting successful completion of Phase 1, challenges presented by Covid to Phase 2 and solid support delivered to
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P&CS by Phase 3. He further noted evidence of impact highlighted by recent Be Heard engagement survey, especially around manager – colleague relationships.

- MG recognised effort and progress made to date and that Team Jersey work has created a solid foundation upon which to build and maintain organisational cultural change. The opportunity presented is to look forward and determine what the organisation will do differently in the future, using the remaining Team Jersey programme and legacy to embed and sustain the changes.

- MG further noted the importance of this report, the potential for external scrutiny and that the board should endorse, which it did. Board agreed to the insertion of further paragraph relating to the COVID success being part to the Team Jersey Foundations. AB to write.

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**Decisions made:** - *D1/23/03: Board endorsed the 'End of Contract Report Team Jersey Culture Change Programme' as presented.*

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**New actions:** - *None*

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## 5. Programme KPI review

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**Points noted:**

- **Update Culture Category KPIs progress**
  - IR underlined purpose of document was to update board on progress against cultural category KPIs, which has proved challenging to accurately assess due to differences between approach to 2018 and 2020 engagement surveys.
  - CM noted the importance of being able to provide evidence on programme progress, in view of Team Jersey's high profile and expectations of change.
  - MG proposed reviewing outcome of Be Heard survey in more detail, to extract any relevant comparable data. AB cautioned that being unable to make direct comparisons may create misleading impressions. DD / AB / IR will undertake a further review, providing clear narrative to avoid misleading conclusions.
- **Approve Revised Programme KPI Approach**
  - IR summarised 'Programme key performance indicators - Proposed review of approach to setting, monitoring and reporting v1.0 23 March 2021' document, noted that primary KPI focus to date had by necessity been on 'operational' rather than 'strategic' measures and the purpose of document was proposing a revised approach streamlining focus on 'outputs' and

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increasing focus on 'outcomes' – both during remaining programme and following transition to business as usual.

- KN broadly supported proposed revision, noting that programme will need a more agile and adaptable approach in response to ongoing Covid challenges and corresponding changes in workplace practices. Measuring progress through just numbers may be challenging given this. AS supported points made, noting need to help staff adapt to new work-life balance demands.
- JQ further noted the changed workplace environment because of the pandemic, which has accelerated trends that might have taken a further 10 years before coming to fruition. Team Jersey can support this change, although it may be challenging to review outcomes through tracking quantitative KPIs. A greater emphasis on qualitative measures was therefore needed.
- CM raised possibility of tracking progress through monitoring achievement of departmental deliverables. AS commented on potential to use customer feedback data, which is collected by CLS, although highlighted caution around asking specific questions at times public opinion may be clouded by other government actions.
- RS raised possibility of highlighting link between Team Jersey and the organisation's response to the Covid pandemic, noting the programme's potential positive effect on level of staff willingness to innovate, cooperate and commit during extremely challenging times. AB suggested adding a point emphasising this into the 'End of Contract' report, which the board supported.
- IR summed up feedback as board broadly supported the proposed programme KPI approach, with work needed to create the strategic KPIs to monitor remaining programme effectiveness and benefits realisation after hand over to business as usual after March 2022.

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**Decisions made:**

- *D2/23/03: Board approved proposed 'Programme key performance indicators - Proposed review of approach to setting, monitoring and reporting v1.0 23 March 2021'.*

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**New actions:**

- *AP3/23/03: DD / AB / IR to further review data between One Voice and Be Heard surveys to extract relevant comparison information and narrative-based evaluation.*
- *AP4/23/03: AB to add point to 'End of Contract' emphasising potential impact of Team Jersey programme on level of staff willingness to innovate, cooperate and commit during the Covid pandemic – circulate updated report to board members for endorsement.*

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- AP5/23/03: IR to adopt proposed new KPI approach to monitoring and reporting on programme operational effectiveness.
  - AP6/23/03: DD / AB / IR to develop new KPI approach to monitoring and reporting on programme strategic effectiveness.
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## 6. Review of Risk Management Approach

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- Points noted:**
- IR summarised key points from 'Risk management approach review v1.0 23 March 2021' document, noting it proposed a revision to programme risk management, which has been operating effectively but would benefit from a refocus.
  - JQ supported proposal, noting importance of focusing on risk response strategy rather than just recording. JQ, DD and IR to meet and establish approach to this.
  - Board agreed to proposed risk management approach, requesting a review on the risk register at next board meeting.
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- Decisions made:** - D3/23/01: Board approved proposed 'Risk management approach review v1.0 23 March 2021'.
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- New actions:** - AP6/26/01: IR to arrange meeting with JQ and DD to review programme risk response approach.
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## 7. Any other business

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- Points noted:** - CM noted a forthcoming IoD event entitled 'Unlocking the Island's Potential: Social Mobility' focused on removing social barriers to people contributing their best. IR will forward details to board members.
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- Decisions made:** - None
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- New actions:** - None
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## 8. Other business

- Nothing noted.

## 9. Close

- Date of next meeting noted as Thursday 6 May 2021

**Action Log**

Ref	Owner	Action	Status
AP2/27/11	AB & JQ	Discuss financial support from the group members at next JEG steering group.	Ongoing: AB noted situation will be discussed by JEG in April.
AP1/26/01	IR	Work with TJ Commercial Group on contract exemption needed to cover department-specific cultural change work for Fire & Rescue.	Closed: IR has reviewed situation with Commercial Group, which decided against raising an exemption at this point but cover from existing budget and request exemption at a later point when full extent of additional funding for department-specific projects is clearer.

# Meeting Notes: Programme Board



Date:	6 May 2021
Attendees:	Catherine Madden (CM) [Chair], John Quinn (JQ) [SRO] Andy Bell (AB), [X] (DD), Rob Sainsbury (RS), Ian Burns (IB), Mark Grimley (MG) [Left at 12.00], [X] (SP) [Left at 12.00], [X] (JL), [X] (IR), Mark Owers (MO)
Apologies:	Andrew Scate (AS), Kate Nutt (KN), [X] (LP)

## 1. Welcome and apologies

- Apologies and absentees noted as shown above.

## 2. Review previous meeting notes and actions

- Previous meeting notes accepted as accurate.
- Action point review – see end of notes for updated action log.
- CM requested an additional 'date to complete by' column added to Present Action Log

## 3. Programme Progress Report

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- Points noted:
- **Progress against KPIs**
    - DD talked through Operational KPI status and plans for setting and monitoring future Strategic KPI status.
  - **Programme progress in period and department-specific activities**
    - DD provided additional detail on department-specific activities, noting that progress will be tracked through feedback from allocated consultant and planned KPI monitoring focus groups. MG noted need to also tie into future Be Heard pulse survey questions.
  - **Programme contract days, risks and budget**
    - MG emphasised concern over risk relating to organisational capacity potentially limiting internal commitment to department-specific activities, given present volume of projects and initiatives. MO endorsed based on his directorate's experience.
    - JQ responded that organisational capacity challenges are broadly understood and under review, but subject to continuous planning challenges given need to accommodate present work programme and respond to incidental political imperatives.
    - AB noted present Council of Ministers engagement will help ensure understanding of, and focus on, Team Jersey programme.
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Decisions made: - None

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New actions: - None

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#### 4. Programme Phase 2 Programme review

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- Points noted:
- DD talked through 'Responding to Below KPI Attendance' report details, confirming recommended approach is amend the deployment plan to mitigate current issues using a combination of:
    - *Reduced deployment days in the short term.*
    - *Redistribute days to run 'at your place sessions' and department-based activity.*
    - *Earlier introduction of new content offered from the end of the summer.*
    - *Target new starters directly.*
  - MG raised a concern that continuing with broadly same approach may not address low attendance levels – DD noted planned new focus should mitigate many of the issues believed to be leading to present low attendance. TJ Ops Board will further focus on monitoring this and adjusting as necessary.
  - JQ endorsed planned new approach, noting that it will importantly continue to support 'early adopters' that were committed to the programme.
  - MO supported planned new approach, but noted challenge remained to reach and engage staff not committed to attending programme, especially those who believe it's acceptable to just 'not turn up' for planned workshops.
  - RS noted that one potential factor in some departments is being able to release frontline staff, especially during busy periods. AB endorsed this as an issue, noting the success of department-specific initiatives structured around accommodating working practices.
  - AB focused on specific issues leading to a 'not turn up' culture, noting it had been a persistent challenge causing either workshop cancellations or having to repurpose contracted days.
  - CM questioned whether 'My Goals, My Conversations' process includes a reference to Team Jersey, which AB confirmed it did.
  - MO proposed a root-cause analysis exercise to better understand underlying issue of non-attendance, focused on best performing departments compared to those with participants frequently not turning-up.
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- CM drew debate to a close, with Programme Board agreeing to endorse DD's 'Responding to Below KPI Attendance' report, noting a potential need to update ELT on matter.
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**Decisions made:** - *D1/06/05: Board endorsed DD's 'Responding to Below KPI Attendance' report.*

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**New actions:** - *AP1/06/05: DD to start a root-cause analysis to better understand workshop non-attendance issue, focused on what presently works well with departments.*

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## 5. Programme cultural / strategic KPIs

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- Points noted:**
- IR presented and talked through 'Revised approach to strategic KPIs' report, noting it followed agreement at last Programme Board to separate 'operational' and 'strategic' KPIs, and propose new approach to the latter.
  - CM reminded of the importance of providing evidence of the programme's progress or otherwise, which is regularly requested by political scrutiny panels. IR noted that work continued on drawing relevant conclusions from 2020 Be Heard survey to demonstrate progress against original KPIs and that the proposed new KPIs will draw upon future surveys and other planned measurement mechanisms.
  - RS noted relevance of managers collecting anecdotal feedback from individuals offering views and insights into the programme effectiveness or otherwise.
  - IB questioned the relevance of monitoring and reporting on all questions associated with Be Heard survey categories being used as basis for the new strategic KPIs rather than just the overall progress per category. Board agreed – IR will update proposal report and present at next Programme Board meeting.
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**Decisions made:** - *None*

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**New actions:** - *AP2/06/05: IR to amend 'Revised approach to strategic KPIs' report to include measuring broad Be Heard survey categories rather than specific and present to Programme Board on 14/06/21.*

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## 6. Other business

- AB stressed importance of noting plans / requirement to raise organisational capacity issues with COM (noted under section 3 above).

## **7. Close**

- Date of next meeting noted as Monday 14 June 2021

**Present Action Log**

Ref	Owner	Action	Date to complete by	Status
AP2/27/11	AB & JQ	Discuss financial support from the group members at next JEG steering group.	14/06/21	Ongoing: Awaiting update
AP1/23/03	IR	Review approach to reporting on use of consultancy days by departments, particularly including days used and those remaining.	N/A	Complete: IR has updated progress report to include days usage burndown charts
AP2/23/03	DD	Review policy for allocating core consultancy days to departments with a view to increasing accessibility.	N/A	Complete: DD has reviewed policy and included changes in progress report
AP3/23/03	DD / AB / IR	Further review data between One Voice and Be Heard surveys to extract relevant comparison information and narrative-based evaluation.	14/06/21	Ongoing: Commenced but further work needed to fully complete
AP4/23/03	AB	Add point to 'End of Contract' emphasising potential impact of Team Jersey programme on level of staff willingness to innovate, cooperate and commit during the Covid pandemic – circulate updated report to board members for endorsement.	14/06/21	Ongoing: Commenced but further work needed to fully complete
AP5/23/03	IR	Adopt proposed new KPI approach to monitoring and reporting on programme operational effectiveness.	N/A	Complete: New approach used for progress reports
AP6/23/03	DD / AB / IR	Develop new KPI approach to monitoring and reporting on programme strategic effectiveness.	N/A	Complete: new strategic KPI approach being presented to Programme Board on 6 May 2021

Ref	Owner	Action	Date to complete by	Status
AP6/23/03	IR	Arrange meeting with JQ and DD to review programme risk response approach.	N/A	Complete: IR and DD met JQ to review risk response approach – agreed approach included in progress report