Project / activity:	Team Jersey KPI Strategy
Document:	Incorporation of UK comparative data
Version:	1.0
Last updated:	23 January 2019

TEAM JERSEY

1   Purpose of document

Within the Team Jersey (TJ) key performance indicator (KPI) strategy (30112018 v1.0) reviewed by Programme Board on 5 Dec 2018 are measures designed to monitor staff engagement. Programme Board requested that these measures are comparative with equivalent UK and other relevant organisational data.

This document proposes changes to the originally presented KPI strategy, based on work undertaken to incorporate this equivalent data.

2   Context

The originally presented KPI strategy used data from the 2018 One Voice employee engagement survey as baseline, with improvements forecast in all categories based on the following factors:

a)   The TJ programme will or should have a positive impact on all scores.

b)   The impact will be higher in categories more directly influenced by the TJ programme – leadership and managing change, for example, compared to pay and benefits.

c)   The approach to forecast score increase is not scientific, but based on reasonable assumptions.

The underlying data from the One Voice survey included comparative UK and other organisational data in some categories, although not all[1]. Based on this, it's proposed to add another factor:

d)   TJ target KPIs should be within five points of their UK equivalent – again, not a scientific approach, but based on a reasonable assumption that UK employee engagement levels represent an achievable not exceptional target against which to benchmark.

3   Revised KPI targets

Taking the new factor into account, the revised proposed employee engagement KPIs are as follows, with changes from originals shown in red:

Category	Present Score	Originally proposed TJ Target Score	UK Comparator Score	Revised proposed TJ Target Score
Engagement index	50%	60%	65%	60%

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[1] In these cases the benchmark uses an average of available scores

Category	Present Score	Originally proposed TJ Target Score	UK Comparator Score	Revised proposed TJ Target Score
Organisational objectives and purpose	65%	70%	84%	79%
Leadership and managing change	41%	56%	50%	55%
Organisational culture	63%	73%	68%	68%
My work	75%	80%	70%	75%
My team	78%	83%	85%	83%
My manager	56%	71%	69%	69%
Resources and workload	71%	76%	71%	76%
Inclusion and fair treatment	57%	67%	74%	69%
Learning and development	42%	52%	58%	53%
Pay and benefits	35%	40%	39%	40%

4   Next steps

If approved, the KPI strategy will incorporate the revised scores shown. Subsequent monitoring of comparator scores will determine whether there is a need for further adjustment.

To note: the KPI target scores shown are be expected to be achieved by end of programme, i.e. 2021.

Team Jersey Status Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	1.1
Date issued:	25 January 2019

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0	[✂]	23/01/19	

Contents

1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2 Summary position

Element	Commentary	Status
Groups	- Control, design and governance groups are formed and operating.	☺
Phase 1 progress	- Due to complete in March 2019 with a formal report on diagnostic findings. Since October 2018, more than 75 group events and one-to-one interviews have taken place, engaging over 500 staff members. Ongoing events in February 2019 will increase these numbers. - Recruitment of 50 TJ Leads complete and training planned. - Status reflects lower than expected attendance at some internal events and Partner Engagement events with only limited opportunities to address, and the need to review approach to Citizen Engagement events.	☺
Phase 2 progress	- Being planned to start in March 2019 with a leadership development programme, followed by a two-year colleague development programme starting later in 2019. - A dedicated TJ workshop space is being created within Bermuda House, Green Street, premises already leased by SoJ. - Status reflects need to finalise delivery policy in order to fully plan Phase 2 implementation. And further work needed on delivery processes to fully determine most efficient and effective approach.	☺
Phase 3 progress	- Diagnostic phase complete and outcome under discussion with SoJ to determine focus and priority for HR people and system development.	☺

Communications	- Tactical comms ongoing. - Status reflects need to complete agreement on overarching comms plan supporting Phase 2 awareness and engagement – presently under discussion between TJ and Comms Unit.	😐
Programme management	- Programme management function jointly established between SoJ and TDP.	☺
Budget	- Expenditure remains with budget.	☺
Issues and risks	- Issues and risks identified and being managed.	☺

3   Reports from groups

3.1   Operations Board

The Ops Board has met four times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Commercial Group

The Commercial Group has met once since the last report to review financial and contractual issues with comments arising from last meeting:

a)   Group requests an additional objective within its terms of reference:

   - *Assess the impact of proposed changes to the delivery of programme on the contract and ensure that they are documented appropriately.*

   And corresponding changes to its responsibilities:

   - *Consider impact of proposed changes on the contract and ensure that they are appropriately recorded – contract amendment / contract variations*

   - *Following the review of aspects detailed above recommend actions / decisions to the Programme Board*

b)   Group has agreed approach to incorporating Programme Board approved changes into contractual commitments:

   - Bringing forward Phase 2 delivery from planned May 2019 to March 2019

   - Including 10x TJ Lead (Politician) recruitment and training

   - Including Team Jersey Lead Academy

c)   Group notes that some contractual deliverables are changing as a result of experience during engagement and diagnostic feedback received. It's imperative for both parties to have clear tracking of contractual changes, showing change, reasons for change and agreement to change. Changes should be reconciled to financial commitments.

d)   Group notes the need to establish an agreed robust approach to supplier payments and reconciliation.

e)   Group has considered and noted impact on suppler contract of establishing TDP Jersey.

3.3   Design Group

The Design Group has not met since the last report to progress programme design – next meeting planned for March 2019.

4 Programme progress and status

4.1 KPI category 1: Contracted relationship
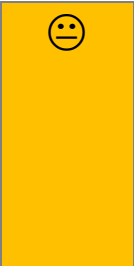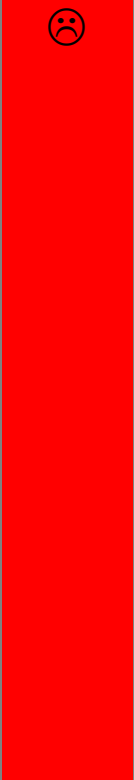
Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- Programme management function jointly established between SoJ and TDP – regular planning meetings and effective responses to issues arising.
1.2	Co-design of programme contents		☺	- Phase 1 and Phase 3 materials mostly designed and approved. - Design for Phase 2 materials commenced in November with outline concepts agreed – on target to complete by end Apr 2018

1.3	Delivery of events	Phase 1	☺	- **Diagnostic events and interviews**
				
				  - 3 of 4 Future History workshops complete
				
				  - 8 of 10 Big Conversations complete
				
				  - 38 of 40 Our Conversations complete
				
				  - 2 of 4 Partner Engagements complete (remaining two cancelled and converted to one-to-one interviews)
				
				  - 8 Stakeholder / Partner interviews complete, further planned
				
				  - 2 of 12 Citizen Engagement events complete
				
				  - 50 x TJ Leads recruited with training planned
				
				  - 10 x TJ Leads (politician) to be recruited and trained
				
				  - 24 x Train the trainer to be recruited and agreed

Ref	Success factors		Present Status	Comment
		Phase 2	😐	- Policy for delivering accelerated Leader and Colleague modules under discussion, taking into account programme constraints and organisational practicalities - Planning to deliver Leader and Colleague modules commenced but not finalised - Workshop space secured in Bermuda House, with development commenced and planned for first Leader workshops at start of March 2019
		Phase 3	🙂	**Diagnostic events and interviews** - Complete
1.4	Delivery of capability, tools and reports	Phase 1	🙂	**Diagnostic report** - Preparation commenced **Establish TDP Jersey** - Local company established – recruitment commenced
		Phase 3	🙂	**Diagnostic report** - Complete and presented **Implementation** - To be planned
1.5	The programme remains within agreed budget		🙂	- Budget approved – spend remains within plans (see Section 7 for more details)
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		🙂	- No present concerns

4.2 KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				

1.1	Awareness of programme		😐	- Tactical comms activity ongoing - Status reflects need to complete agreement on overarching comms plan supporting Phase 2 awareness and engagement – presently under discussion between TJ and Comms Unit.
2. Engagement in programme				

2.1	Programme is engaging workforce	Phase 1	☹️	- Big Conversations:
				
				  - Presently below attendance target (50% of attendance target achieved compared to 75% required) – note that two sessions held on day of industrial action.
				
				  - Presently above participant satisfaction target (4.2% rating event as good or higher actual compared to target of 3.75%)
				
				- Our Conversations
				
				  - Presently above attendance target (81% of invitees attended compared to the 75% target)
				
				  - Presently above participant satisfaction targets (4.65% rating event as good or higher compared to target of 3.75%)

		Phase 2	🙂	- No present concerns
		Phase 3	🙂	- No present concerns
2.1	Programme is engaging partners		😐	- Limited response from those invited to focus groups - addressing through increased one-to-one interviews
2.3	Programme is engaging public		😐	- Unable to follow originally intended citizen engagement strategy – new approach agreed and being executed

4.3   KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ		☺	- No present concerns
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ		☺	- No present concerns
2. Engagement in programme				
2.1	Increased staff engagement		☺	- No present concerns
2.2	Improvement in staff commitment		☺	- No present concerns
2.3	Improvement in relationships		☺	- No present concerns
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception		☺	- No present concerns

5   Programme communications

Communication activity has focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7   Programme budget

Expenditure Category	2018 to date			2018 Full year		
	Budget	Actual	Variance	Budget	Actual	Variance
Phase 1	£332,975	£332,975	£0	£332,975	£332,975	£0
Phase 2	£0	£0	£0	£0	£0	£0
Phase 3	£57,996	£57,996	£0	£57,996	£57,996	£0
Staff costs	£18,015	£12,308	£5,707	£18,015	£12,308	£5,707
Other	£68,497	£16,033	£52,464	£68,497	£16,033	£52,464
Total	£477,483	£419,313	£58,170	£477,483	£419,313	£58,170

Notes

(1) Actual is invoices received to date.

(2) Underspend in Other due to not going ahead with Bermuda House in 2018. To note, TJ workshop development in Bermuda House now proceeding, with quotations for fit out and running costs being obtained. As 2018 budget has not been carried forward, the delay will result in a potential deficit for 2019 of approximately £30K, although this remains subject to change as firm quotations are acquired and agreed.

8   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design

Team Jersey Phase 2 Planning

Key Programme Participant Proposals

Summary v1.1

25 January 2019

Programme attendance

1. Who will take part in the programme?

To ensure maximum impact, everyone who works for SoJ or delivers services on behalf of the organisation

2. Does everyone have to take part?

To meet programme aims, it's obligatory for the following people to attend:

a)   All permanent staff, whether full-time, part-time, term-time or employed on other arrangements;

b)   All contracted or temporary staff, whether on fixed or zero hour contracts

c)   All sub-contracted staff delivering a customer facing service (providing an outsourced helpdesk facility for example) on behalf of SoJ

Attendance is optional for voluntary staff working within an SoJ organisation

Programme management

1. How is programme attendance managed?

The TJ support team will ensure:

-   Everyone receives information about the programme and an invite to attend the workshops

-   There is reasonable flexibility incorporated to accommodate individual circumstances and working practices

2. What's expected in return?

-   People should make every effort to attend the workshops offered

-   Line managers – who do not have to give explicit permission but do need to ensure there is operational cover - should ensure all their staff obliged to attend do so, supporting and encouraging participation

Programme pay arrangements

1. What pay arrangements exist for participants?

- Permanent, contracted and temporary staff receive their normal rate of pay when attending TJ workshops

- People on part time and reduced hours arrangements paid for all the hours they attend

- Sub-contracted staff payment arranged by responsible department

- Volunteers will not be paid for the time they spend attending

- Any additional funding to cover pay arrangements met by departmental budgets

Programme participation

1. Who will attend the manager workshops?

Everyone who is directly managing staff, i.e. anyone with formal line management responsibilities

2. Who will attend the colleague workshops?

Everyone else

Decisions required

Programme Board are asked to endorse these policy decisions

Team Jersey Status Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	1.0
Date issued:	8 March 2019

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0	[✂]	8 Mar 2019	

Contents

1   Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2   Summary position

Element	Commentary	Status
Groups	- Control, design and governance groups are formed and operating.	🙂
Phase 1 progress	- Final diagnostic events completed in February. - Diagnostic report ready for presentation in March.	🙂
Phase 2 progress	- TJ Learning Centre operational in Bermuda House from February. - Booking system procured and functioning well. - TJ Lead recruitment and training progressing, with more than 80 attending initial workshops. - First Leadership Module workshops held, with attendance and evaluation feedback above target.	🙂
Phase 3 progress	- Phase 3a: Diagnostic complete. - Phase 3b: Implementation paused while discussion on requirements takes place. - RAG status reflects a potential impact on scope and budget as a result of revised Phase 3b implementation requirements. - *(Status: Change request submitted to Programme Board in March 2019 for reallocation of funds needed to implement Phase 3a recommendations).*	😐
Communications	- Positive tactical internal comms issued in Feb / Mar, which received considerable interest. - Discussions on a longer term comms plan presently taking place.	🙂

Programme management	- Programme management function jointly established between SoJ and TDP.	☺

Budget	- Present expenditure remains within 2019 budget.
	
	- RAG status reflects:
	
	  - 2019 reforecast needs to fund Bermuda fit-out (originally planned for 2018).
	
	  - 2019 reforecast may need additional funds brought forward from 2020 budget to cover a more detailed phasing plan now available following discussions with TDP.
	
	  - *(Status: Presently working a detailed 2019 reforecast to determine whether above requirements can be met from within existing budget or not).*
		😐

Issues and risks	- Issues and risks identified and being managed.	☺

3   Reports from groups

3.1   Operations Board

The Ops Board has met four times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Commercial Group

The Commercial Group has met once since the last report to review financial and contractual issues. Comments arising from meeting:

a) Contract issues:

- Group noted approaching end of Phase 1 and need for Programme Board to sign-off deliverables as complete and acceptable in order to release retention payment.

- Group has reviewed plans to establish TDP (Jersey) and agreed it will not affect contractual relationship between GoJ and supplier.

- Group has documented original contract deliverables and recorded any changes since agreement signed. Ongoing discussion to ensure a robust change control process exists.

b) Finance issues

- Group has noted present Phase 3 payment schedule does not reflect work actually undertaken by TDP to date.

- Group has noted a potential plan to increase Phase 3 'consultancy' budget by moving funds from Phase 2 'materials' budget.

- Group has agreed plan to establish phased Phase 2 payment approach based on actual monthly effort rather than a straight line phased payment approach.

3.3   Design Group

The Design Group has met once since the last report to progress programme design – further meeting planned for March 2019.

4 Programme progress and status

4.1 KPI category 1: Contracted relationship

Ref	Success factors	Measure		Present Status	Comment
1. Provision of contracted deliverables					
1.1	Delivery of programme management function			☺ (green)	- Programme management function established and functioning between GoJ and TDP
1.2	Co-design of programme contents			😐 (amber)	- Discussions on revising involvement of GoJ in co-design of Phase 2 workshop contents and provision of materials. - RAG status reflects potential changes in scope to accommodate revisions. - *(Status: captured as a standing Ops Board item to ensure any agreed outcomes are planned within programme resources).*
1.3	Delivery of events	Phase 1		(grey)	- Complete, save 1 x Future History workshop remaining – held over for delivery as required
		Phase 2		☺ (green)	- Manager Module workshops commenced in March - Colleague Module workshops due to commence in June
		Phase 3		☺ (green)	- Diagnostic events and interviews complete and implementation under discussion
1.4	Delivery of capability, tools and reports	Phase 1		☺ (green)	- Diagnostic report complete and ready for presentation
		Phase 3		😐 (amber)	- RAG status reflects need to determine scope implementation requirements and potential requirement for additional resources - *(Status: change request submitted to Programme Board in March 2019 for*

			🟧	*reallocation of funds needed to implement Phase 3a recommendations).*
1.5	The programme remains within agreed budget		😐	- Expenditure remains with agreed budget - RAG status reflects potential reforecast issues arising from need to fund Bermuda House fit out in 2019 rather than planned 2018 and paying for TDP activities on delivery rather that via a straight line phased approach - *(Status: Presently working on a detailed 2019 reforecast to determine whether above requirements can be met from within existing budget or not).*
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		🙂	- No present concerns

4.2 KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		🙂	- Good level of recent tactical comms. - Planning for overarching comms underway.
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 1		- Activity complete.
		Phase 2	🙂	- No present concerns.
		Phase 3	🙂	- No present concerns.
2.1	Programme is engaging partners			- Activity complete.
2.3	Programme is engaging public			- Activity complete.

4.3   KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ	☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ	☺	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement	☺	- No present concerns.
2.2	Improvement in staff commitment	☺	- No present concerns.
2.3	Improvement in relationships	☺	- No present concerns.
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception	☺	- No present concerns.

5   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7   Programme budget

	Year to date			
Expenditure Item	Budget	Actual	Variance (£)	Variance (%)
Phase 1	£158,074	£158,164	-£90	0%
Phase 2	£0	£0	£0	0%
Phase 3	£28,998	£28,998	£0	-0%
Expenses	£39,355	£16,397	£22,958	-58%
Total:	£226,427	£203,559	£22,868	-10%
Staff	£30,967	£10,368	£20,599	-67%
Buildings & Equipment	£12,751	£140	£12,611	-99%
Systems	£0	£4,000	-£4,000	0%
Training Delivery	£0	£4,780	-£4,780	0%
Miscellaneous	£1,667	£460	£1,207	-72%
Total:	**£271,812**	**£223,307**	**£48,505**	**-18%**

Notes

(1) Actual is payments made against these categories to end February 2019.

8   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design

TEAM JERSEY

Team Jersey Programme

Report

Document:	End of Phase 1 Completion Report
Created by:	[✁]
Version:	1.0
Date issued:	26 March 2019

Confidential

- 2 -

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0	[✂]	26 Mar 2019	

Contents

1   Purpose of document

This document is a report to Team Jersey (TJ) Programme Board produced at the conclusion of the programme's Phase 1 to summarise activities undertaken against contracted expectations.

Its purpose is to provide a formal point against which the Programme Board can decide to sign-off Phase 1 as complete, or not, and thus release a final retained payment associated with the programme.

2   Executive summary

In March 2019, Phase 1 of the TJ Programme was completed, as per agreed delivery schedule. It encompassed most of the agreed client-supplier contractual deliverables, with variance from intention agreed by client. It met quality expectations in respect of staff engagement, and was delivered within contracted budget.

3   Context

The TJ Programme consists of three phases, with the first focused on diagnostic activities planned to understand present organisational culture, create a vision for the future culture and lead the co-design of the cultural change programme designed to deliver it. With the delivery of a concluding report, this phase is now complete.

4   Diagnostic activities

Appendix A contains an updated status of each contract deliverable associated with Phase 1. Below is a summary of key diagnostic activities:

Ref	Key deliverable	Status
1	Hold 10 x Big Conversations	10 x events held, attended by 462 people
2	Hold 40 x Our Conversations	32 x events held, attended by 290 people
3	Hold 4 x Partner Engagement focus groups	2 x events held, plus 12 x 1-to-1 interviews
4	Hold 12 x Citizen Engagement focus groups	12 x events held
5	Hold 2 x Future History workshops	3 x 1-day events held, with a remaining 1-day event held over by client agreement to Q2
6	Interview key stakeholders	22 x interviews held with internal and external participants

7	Interview Tier 2 & Tier 3 leadership	40 x interviews held
8	Recruit and train 50 x Team Jersey Leads	44 recruited and attended initial training sessions
9	Design learning materials for Phase 2	Materials designed and agreed

5   Quality evaluation

The TJ KPI strategy sets out several engagement targets against which to measure programme quality. Those relevant to Phase 1 and the result against them are shown below:

Engagement measure	RAG	Result
At least 75% of event participants rate arrangements as good or very good	☺	Average score when asked to evaluate pre-event processes = 81%
At least 75% of event participants rate delivery as good or very good	☺	Average score when asked to evaluate facilitators = 90%
At least 75% of event participants rate materials as good or very good	☺	Average score when asked to evaluate learning materials = 84%
At least 75% of event participants rate experience as good or very good	☺	Average score when asked to evaluate experience overall = 83%

6   Phase 1 report

Phase 1 Diagnostic report presented in summary to TJ Programme Board on 12 March 2019. Thereafter presented to other interested bodies through March and April 2019.

7   Financials

The contract fee for Phase 1 is £525,750, less a negotiated 5% discount reducing to £499,463.

GoJ has made five monthly payments of £83,243.83 and one of £74,919.94, leaving a balance (final retained payment) of £8,234.38. This latter amount will be released once client accepts Phase 1 of the programme as complete.

8   Decisions required

The Programme Board is asked to review this report and sign-off Phase 1 as complete, or not, and thus release a final retained payment of £8,234.38 associated with the programme.

Appendix A: Status of Phase 1 Deliverables

Ref	Deliverable	Clarification / interpretation	Status	Comments
1.1	Citizen Engagement x 12 (Parishes)	12 x half day events each with 12 attendees, one held in each parish with the aim of engaging the community	12 x half day events held, taking place within various community events throughout island	Alternative approach agreed after a meeting held with parish constables and following conversations [✂] from Internal Comms. Revised approach agreed by Programme Board on 19 Dec 2019
1.2	Partner Engagement x 4	4 x half day focus groups each in with 12 attendees, with the aim of engaging representatives from a range of local organisations	2 x half-day events held. 12 x 1-to-1 stakeholder interview that replaced the remaining partner engagement events	Four events organised and invites sent, but with limited response. Two half day events were run Those who did respond but did not attend focus groups were seen via one-to-one interviews
1.3	Big Events x 10	10 x half day events – termed 'Big Conversations' each with 80 - 100 attendees drawn from internal representatives across the organisation	10 x half-day events held, attended by 462 people	Lower than planned attendance linked to industrial action taking place during period events were held, directly effecting some and influencing others
1.4	Focus Group x 40	40 x half day events termed 'Our Conversations' each with 12 attendees and held within internal departments across the organisation	32 x half day events held, attended by 290 people.	7 events were cancelled across Health and CYPES. These cancellations were mainly linked to industrial action and/or not being able to release

				people to attend. One final session to be held on 5.3.19 in CYPES.
1.5	Future History Workshop x 2 (Senior Leadership)	2 x two-day events with unspecified number of delegates drawn from the organisation's senior leadership team	2 x one-day events held 1 x one-day event planned for March 1 x one-day event to be planned	Format changed to 4 x one day workshops with client agreement Remaining 1-day event held over by client agreement to Q2 2019, with payment made Q1 2019 subject to a refund if event does not take place
1.6	Key stakeholder interviews (key posts & ministers)	Unspecified number of 1-to-1 interviews with key internal and external stakeholders	10 x 1-to-1 stakeholder interviews held	Accepted as being a representative sample
1.7	Tier 2 & 3 leadership capability review / talent breadth	Unspecified number of 1-to-1 interviews with internal senior management	48 x 1-to-1 internal interviews held with senior managers	Information received from interviews used to inform diagnostic of Phase 1 and Phase 3
1.8	Change readiness assessment (included within report)	Assessment of organisational capability to implement future change	Outcome included within Phase 1 Diagnostic report	Phase 1 Diagnostic report delivered
1.9	Review of People Systems	Review of systems used by People Services	Undertaken within Phase 3 diagnostic activity, with outcome used to shape Phase 3 implementation	
1.10	Phase One report	Compile and present report containing outcome of Phase 1	Report complete and presented internally in during March 2019	

1.11	Data intelligence review – employee survey, retention, IR disputes etc	Review of People Services existing data	Undertaken within Phase 3 diagnostic activity, with outcome used to shape Phase 3 implementation	
1.12	Programme Design	Activities associated with designing overall programme	Design for Phase 1 activities complete Initial design for Phase 2 complete, being refined according to experiences gained through early deliveries Design for Phase 3 diagnostic complete, with plans for Phase 3 implementation being shaped according to client needs	Expect to complete final Phase 2 design in April 2019 Expect to complete Phase 3 implementation design in March 2019
1.13	Plan to deliver Phase 2	Develop deployment plan for delivering Manager and Colleague learning and developing modules	Phase 2 Deployment plan agreed and being implemented, subject to adjustment based on initial delivery experience	Changes to Phase 2 agreed by Programme Board on 19 Dec 2018 and 30 Jan 2019
1.14	Building on Island capability (Team Jersey Leads x 3)	3 x 3-day Team Jersey training workshops, each with 17 attendees	3 x 2-day and 2 x 1-day TJ Lead training events held, with 44 people recruited and attended	Further 1-day training event scheduled for April 2019
1.15	Increase in internal capability (SoJ as a learning organisation)	Plan the development of internal capability to support desired cultural change Train the Trainer activity planned within phase 2 transfer of	Phase 1 TJ Lead training complete or scheduled for completion Concept of TJ Lead Academy launched in Q1 2019 Plans developed for further TJ lead training and ongoing support, manager	Change to create TJ Lead Academy agreed by Programme Board on 19 Dec 2019

		knowledge, toolkits and action learning sets to SoJ.	facilitator training, toolkits to support colleague development	
1.16	Future History workshop design	Design Future History workshops for senior leadership team	Design complete	
1.17	Design materials for use in Phase 2	Design and create learning materials for Phase 2 Manager and Colleague modules	Materials for first Manager workshops agreed and being used	
1.18	Materials produced and delivered		Materials for subsequent Manager workshops being agreed in March 2019 Materials for Colleague Modules agreed in principle, subject to further review in Q2 2019, prior to delivery	
1.19	KPI agreed with both parties to measure outputs	Create a KPI policy to establish, measure and report on programme quality	KPI policy document presented to and agreed by Programme Board on 5 Dec 2019	Updated on 30 Jan 2019
1.20	Engagement Strategy, Comms Plan & Strategy	Co-design overall programme engagement and communications plan	Completed	
1.21	Programme Management	Establish and provide jointly operated programme management function for the whole programme	Programme management function established and operating	
1.22	Stakeholder engagement & management plan	Undertake an external stakeholder identification and mapping plan	Plan created and used to shape Phase 1 interviews	
1.23	Risk workshop & management	Hold risk workshop and create ongoing risk management process	Risks and Issues reviewed with Operations Board and register created	

| 1.24 | Jobs for local people - identified as a KPI | Establish a TDP local presence and recruit local people to staff | TDP (Jersey) established, staffed by programme director and 2 x local staff | |

Team Jersey Programme

Programme Status Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	1.0
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Programme Progress Report

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Version 1.0
26 March 2019

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1.0	[✂]	26 Mar 2019	

Contents

1   Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2   Summary position

Element	Commentary	Previous Status	Present Status
Groups	- Control, design and governance groups are formed and operating.	☺	☺
Phase 1 progress	- Report complete and being circulated.	☺	☺
Phase 2 progress	- Delivery of Manager Module commenced on 5 March, and progressing weekly. - RAG status reflects concerns over attendance levels, which are just above target level (average 77% attendance compared to KPI target of 75%), with principal issue being non-attendance or cancellation with short notice. - *Plan to address concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.*	☺	😐
Phase 3 progress	- Phase 3 diagnostic complete and present discussions focused on implementation plans. - RAG status reflects a potential impact on scope and budget as a result of revised Phase 3 implementation requirements. - *Plan to address concerns through request to boost Phase 3 budget and thus provide consultancy support needed for revised Phase 3 implementation requirements.*	😐	😐

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Communications	- Ongoing use of tactical communications to raise awareness of the programme and encourage participation. - RAG status reflects slow progress towards creating and agreeing an over-arching communication strategy for the programme. - *Plan to address concerns through working with Comms Unit, following-up a draft strategy created by TJ team.*	🟧	😐 🟧
Programme management	- Programme management function jointly established between SoJ and TDP.	☺ 🟩	☺ 🟩
Budget	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.	😐 🟧	☺ 🟩
Issues and risks	- Issues and risks identified and being managed.	☺ 🟩	☺ 🟩

3 Reports from groups

3.1 Operations Board

The Ops Board has met three times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2 Commercial Group

The Commercial Group will meet once since the last report to review financial and contractual issues. Comments arising from meeting.

- Programme Board will receive comments in advance of meeting on 2 April 2019, following Commercial Group meeting on 29 March.

3.3 Design Group

The Design Group has met once since the last report to progress programme design – further meeting planned for April 2019.

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4 Programme progress and status

4.1 KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- Programme management function established and functioning between GoJ and TDP.
1.2	Co-design of programme contents		😐	- Discussions on revising involvement of GoJ in co-design of Phase 2 workshop contents and provision of materials. - RAG status reflects potential changes in scope to accommodate revisions. - *Plan to address through focused workshops being held in April.*
1.3	Delivery of events	Phase 1		- Complete, save 1 x Future History workshop remaining – held over for delivery as required.
		Phase 2	☺	- Manager Module workshops commenced in March and being delivered. - Colleague Module workshops due to commence in June.
		Phase 3		- Diagnostic events and interviews complete and implementation under discussion.
1.4	Delivery of capability, tools and reports	Phase 1	☺	- Diagnostic report complete and being circulated.
		Phase 3	😐	- RAG status reflects a potential impact on scope and budget as a result of revised Phase 3 implementation requirements. - *Plan to address concerns through request to boost Phase 3 budget and thus provide*

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Ref	Success factors		Present Status	Comment
			🟧	*consultancy support needed for revised Phase 3 implementation requirements.*
1.5	The programme remains within agreed budget		☺	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		☺	- No present concerns.

4.2   KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		☺	- Good level of recent tactical comms. - Planning for overarching comms underway.
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 1		- Activity complete.

		Phase 2	😐	- RAG status reflects two concerns:
				
				  - Challenges recruiting a further 100 TJ Leads
				
				  - Attendance levels at initial Manager Modules, which are only marginally above target level
				
				- *Plans to address the first point are presently on hold, with a pause in TJ Lead recruitment while initial 100 are trained and established.*
				
				- *Plan to address second point concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.*

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		Phase 3	☺	- No present concerns.
2.1	Programme is engaging partners			- Activity complete.
2.3	Programme is engaging public			- Activity complete.

4.3   KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ		☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ		☺	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement		☺	- No present concerns.
2.2	Improvement in staff commitment		☺	- No present concerns.
2.3	Improvement in relationships		☺	- No present concerns.
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception		☺	- No present concerns.

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5   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7   Programme budget

	Year to date			
Expenditure Item	Budget	Actual	Variance (£)	Variance (%)
Phase 1	£158,074	£158,164	-£90	-0%
Phase 2	£0	£0	£0	0%
Phase 3	£28,998	£28,998	£0	0%
Expenses	£39,355	-£33,174	£72,529	184%
Total:	£226,427	£153,987	£72,440	32%
Staff	£30,967	£22,771	£8,196	26%
Buildings & Equipment	£12,751	£8,139	£4,612	36%
Systems	£0	£5,562	-£5,562	0%
Training Delivery	£0	£4,780	-£4,780	0%
Miscellaneous	£1,667	£460	£1,207	72%
Total:	**£271,812**	**£195,699**	**£76,113**	28%

Notes

(1) Savings against budget are shown as a positive figure

(2) Forecast expenditure

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8   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities

Team Jersey Programme

Report

Document:	End of Phase 1 Completion Report
Created by:	[✂]
Version:	1.1
Date issued:	9 April 2019

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Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0	[✂]	26 Mar 2019	
1.1	[✂]	9 Apr 2019	Updated following presentation to Programme Board with additional comments on joint ways of working

Contents

1   Purpose of document

This document is a report to Team Jersey (TJ) Programme Board produced at the conclusion of the programme's Phase 1 to summarise activities undertaken against contracted expectations.

Its purpose is to provide a formal point against which the Programme Board can decide to sign-off Phase 1 as complete, or not, and thus release a final retained payment associated with the programme.

2   Executive summary

In March 2019, Phase 1 of the TJ Programme was completed, as per agreed delivery schedule. It encompassed most of the agreed client-supplier contractual deliverables, with variance from intention agreed by client. It met quality expectations in respect of staff engagement, and was delivered within contracted budget.

3   Context

The TJ Programme consists of three phases, with the first focused on diagnostic activities planned to understand present organisational culture, create a vision for the future culture and lead the co-design of the cultural change programme designed to deliver it. With the delivery of a concluding report, this phase is now complete.

4   Diagnostic activities

Appendix A contains an updated status of each contract deliverable associated with Phase 1. Below is a summary of key diagnostic activities:

Ref	Key deliverable	Status
1	Hold 10 x Big Conversations	10 x events held, attended by 462 people
2	Hold 40 x Our Conversations	32 x events held, attended by 290 people
3	Hold 4 x Partner Engagement focus groups	2 x events held, plus 12 x 1-to-1 interviews
4	Hold 12 x Citizen Engagement focus groups	12 x events held
5	Hold 2 x Future History workshops	3 x 1-day events held, with a remaining 1-day event held over by client agreement to Q2
6	Interview key stakeholders	22 x interviews held with internal and external participants
7	Interview Tier 2 & Tier 3 leadership	40 x interviews held
8	Recruit and train 50 x Team Jersey Leads	44 recruited and attended initial training sessions
9	Design learning materials for Phase 2	Materials designed and agreed

5   Quality evaluation

The TJ KPI strategy sets out several engagement targets against which to measure programme quality. Those relevant to Phase 1 and the result against them are shown below:

Engagement measure	RAG	Result
At least 75% of event participants rate arrangements as good or very good	☺	Average score when asked to evaluate pre-event processes = 81%
At least 75% of event participants rate delivery as good or very good	☺	Average score when asked to evaluate facilitators = 90%
At least 75% of event participants rate materials as good or very good	☺	Average score when asked to evaluate learning materials = 84%
At least 75% of event participants rate experience as good or very good	☺	Average score when asked to evaluate experience overall = 83%

6   Programme management

There was effective cooperation between client and supplier throughout Phase 1, with a joint programme management function focused on contract deliverables and quality delivery. The agreed approach taken to any contractual-related issues arising, such as cancelling and rearranging activities, was pragmatic and flexible rather principled and rigid. This allowed the focus to remain on overarching goals rather than minor variations, to the overall benefit of Phase 1 and ongoing joint programme delivery.

7   Phase 1 report

Phase 1 Diagnostic report presented in summary to TJ Programme Board on 12 March 2019. Thereafter presented to other interested bodies through March and April 2019.

8   Financials

The contract fee for Phase 1 is [✂], less a negotiated 5% discount reducing to [✂].

GoJ has made five monthly payments of [✂]and one of [✂], leaving a balance (final retained payment) of [✂]. This latter amount will be released once client accepts Phase 1 of the programme as complete.

9   Decisions required

The Programme Board is asked to review this report and sign-off Phase 1 as complete, or not, and thus release a final retained payment of £8,234.38 associated with the programme.

Appendix A: Status of Phase 1 Deliverables

Ref	Deliverable	Clarification / interpretation	Status	Comments
1.1	Citizen Engagement x 12 (Parishes)	12 x half day events each with 12 attendees, one held in each parish with the aim of engaging the community	12 x half day events held, taking place within various community events throughout island	Alternative approach agreed after a meeting held with parish constables, and following conversations with [✂] from Internal Comms. Revised approach agreed by Programme Board on 19 Dec 2019
1.2	Partner Engagement x 4	4 x half day focus groups each in with 12 attendees, with the aim of engaging representatives from a range of local organisations	2 x half-day events held. 12 x 1-to-1 stakeholder interview that replaced the remaining partner engagement events	Four events organised and invites sent, but with limited response. Two half day events were run Those who did respond but did not attend focus groups were seen via one-to-one interviews
1.3	Big Events x 10	10 x half day events – termed 'Big Conversations' each with 80 - 100 attendees drawn from internal representatives across the organisation	10 x half-day events held, attended by 462 people	Lower than planned attendance linked to industrial action taking place during period events were held, directly effecting some and influencing others
1.4	Focus Group x 40	40 x half day events termed 'Our Conversations' each with 12 attendees and held within internal departments across the organisation	32 x half day events held, attended by 290 people.	7 events were cancelled across Health and CYPES. These cancellations were mainly linked to industrial action and/or not being able to release

				people to attend. One final session to be held on 5.3.19 in CYPES.
1.5	Future History Workshop x 2 (Senior Leadership)	2 x two-day events with unspecified number of delegates drawn from the organisation's senior leadership team	2 x one-day events held 1 x one-day event planned for March 1 x one-day event to be planned	Format changed to 4 x one day workshops with client agreement Remaining 1-day event held over by client agreement to Q2 2019, with payment made Q1 2019 subject to a refund if event does not take place
1.6	Key stakeholder interviews (key posts & ministers)	Unspecified number of 1-to-1 interviews with key internal and external stakeholders	10 x 1-to-1 stakeholder interviews held	Accepted as being a representative sample
1.7	Tier 2 & 3 leadership capability review / talent breadth	Unspecified number of 1-to-1 interviews with internal senior management	48 x 1-to-1 internal interviews held with senior managers	Information received from interviews used to inform diagnostic of Phase 1 and Phase 3
1.8	Change readiness assessment (included within report)	Assessment of organisational capability to implement future change	Outcome included within Phase 1 Diagnostic report	Phase 1 Diagnostic report delivered
1.9	Review of People Systems	Review of systems used by People Services	Undertaken within Phase 3 diagnostic activity, with outcome used to shape Phase 3 implementation	
1.10	Phase One report	Compile and present report containing outcome of Phase 1	Report complete and presented internally in during March 2019	

1.11	Data intelligence review – employee survey, retention, IR disputes etc	Review of People Services existing data	Undertaken within Phase 3 diagnostic activity, with outcome used to shape Phase 3 implementation	
1.12	Programme Design	Activities associated with designing overall programme	Design for Phase 1 activities complete Initial design for Phase 2 complete, being refined according to experiences gained through early deliveries Design for Phase 3 diagnostic complete, with plans for Phase 3 implementation being shaped according to client needs	Expect to complete final Phase 2 design in April 2019 Expect to complete Phase 3 implementation design in March 2019
1.13	Plan to deliver Phase 2	Develop deployment plan for delivering Manager and Colleague learning and developing modules	Phase 2 Deployment plan agreed and being implemented, subject to adjustment based on initial delivery experience	Changes to Phase 2 agreed by Programme Board on 19 Dec 2018 and 30 Jan 2019
1.14	Building on Island capability (Team Jersey Leads x 3)	3 x 3-day Team Jersey training workshops, each with 17 attendees	3 x 2-day and 2 x 1-day TJ Lead training events held, with 44 people recruited and attended	Further 1-day training event scheduled for April 2019
1.15	Increase in internal capability (SoJ as a learning organisation)	Plan the development of internal capability to support desired cultural change Train the Trainer activity planned within phase 2 transfer of	Phase 1 TJ Lead training complete or scheduled for completion Concept of TJ Lead Academy launched in Q1 2019 Plans developed for further TJ lead training and ongoing support, manager	Change to create TJ Lead Academy agreed by Programme Board on 19 Dec 2019

		knowledge, toolkits and action learning sets to SoJ.	facilitator training, toolkits to support colleague development	
1.16	Future History workshop design	Design Future History workshops for senior leadership team	Design complete	
1.17	Design materials for use in Phase 2	Design and create learning materials for Phase 2 Manager and Colleague modules	Materials for first Manager workshops agreed and being used	
1.18	Materials produced and delivered		Materials for subsequent Manager workshops being agreed in March 2019

Materials for Colleague Modules agreed in principle, subject to further review in Q2 2019, prior to delivery | |
1.19	KPI agreed with both parties to measure outputs	Create a KPI policy to establish, measure and report on programme quality	KPI policy document presented to and agreed by Programme Board on 5 Dec 2019	Updated on 30 Jan 2019
1.20	Engagement Strategy, Comms Plan & Strategy	Co-design overall programme engagement and communications plan	Completed	
1.21	Programme Management	Establish and provide jointly operated programme management function for the whole programme	Programme management function established and operating	
1.22	Stakeholder engagement & management plan	Undertake an external stakeholder identification and mapping plan	Plan created and used to shape Phase 1 interviews	
1.23	Risk workshop & management	Hold risk workshop and create ongoing risk management process	Risks and Issues reviewed with Operations Board and register created	

| 1.24 | Jobs for local people - identified as a KPI | Establish a TDP local presence and recruit local people to staff | TDP (Jersey) established, staffed by programme director and 2 x local staff | |

Team Jersey Phase One Report

Response

V1.1 16-04-19

Recommendation	Team Jersey Response	Wider GOJ Response
8.1 **People systems and processes Improvement**	Phase 3 consultancy, design and delivery support for 4 work streams. • Recruitment • Induction and onboarding • Talent, learning and leadership development • Wellbeing and absence management Each of these work streams have been scoped and commissioned in April/May and are within the 2019 delivery plan for People Services. Consultancy, design and delivery support scheduled for Q1 2020 for Performance Management. Creation of a professional development framework within People Services. Phase one completed. Phase 2 to be launched Q3/4.	Launch of the My Conversations my Goals across the GOJ. Introduction and ongoing support of new bullying and harassment policy. Current Development of the People Plan (strategy) with SEB by People Services. Significant ongoing performance improvements within People Hub. People Services Investment Case is being submitted to enable a comprehensive people plan to be delivered. Women in Leadership initiative. Focus on recruitment and talent development.
8.2 **Improved leadership and management capability**	Launch of the Team Jersey Leadership programme for all people managers. 6 sessions to be attended by all people managers. Commenced roll out 2019/2020 Ongoing development sessions with executive leadership	Design and roll out of managers managing programme. Blended learning programme -focused on skills development for managing people and managing finance. Design commencing Q2 2019. *(subject to funding approval)*

	team focused on delivering positive workplace culture. Consultancy support to GOJ in the design and roll out of leadership capability strategy – commencing Q2 2019.	Design and roll out of rising stars talent programme aimed at emerging senior leaders. *(subject to funding approval)* Development of a Behaviours Framework to underpin the values.
8.3 **Senior leaders focus on Team Jersey**	Support in the design of Leadership forum events. Q2	Design and roll out of the Leadership Forum – a series of masterclass and development sessions with Tier 2 focused on leading transformational change in 2019 wider focus on tier 3 is 2020. *(subject to funding approval)*
8.4 **Positive culture champions - Team Jersey Leads**	Recruitment, deployment and ongoing development and support of 200 Team Jersey Leads. Including the launch of the TJL Academy. This has commenced ongoing 2019/2020/2021	Ongoing briefing with T1/2/3 leaders on how to support TJLs.
8.5 **All colleague involvement**	Launch of the Team Jersey colleague programme for all GoJ colleagues. Design Q1/2 2019 Roll out Q3 2019 - 2020 2 group bitesize sessions to be attended by all colleagues. Toolkits deployed to all departments to support in work team sessions focused on positive culture in our team and our Values our Behaviours.	Launch of my Conversation my Goals approach to supporting performance and creating positive culture. Launched Q1 2019. Comprehensive roll out of new bullying and harassment policies and whistle blowing system. Launched Q1 2019. Launch of a Wellbeing Strategy in Q1 2019
8.6 **Involving Politicians**	Design and roll out of Team Jersey politicians programme. Aimed at politicians - helping to support a positive culture in GoJ and States Assembly. Design and roll out Q2 2019/2020.	Support of SEB regarding the design and deployment of appropriate induction for politicians. Support for the Greffier in organising development workshops for States Members.

8.7 **Engage with employers in the Island**	Consultancy support to create and facilitate the creation of a taskforce of employers focused on the creation of positive workplace culture in Jersey. Commence Q2 2019 – ongoing	Support of the Women in Leadership network across organisations. Ongoing engagement of CEO and senior leaders attending business events - IOD, Chamber of Commerce etc.
8.8 **Cross government engagement**	Ongoing engagement with Senior Leaders to determine culture change priorities. Specific departments have been identified and work will Commence Q2 2019.	Aligned initiatives supporting systemic and cultural change have been launched in specific departments e.g. CYPES. children services. Social Work practice framework and supporting behaviours. These are being supported by Team Jersey.
8.9 **Organisational values**	Work with Team Jersey Leads to refine the values and define behaviour framework to support the values in action across all departments in GoJ. commence and complete Q2 2019.	Embedding of the values in all people processes. E.g. Recruitment, performance management, talent management, across the GOJ. Ongoing

Team Jersey Programme

Programme Status Report

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1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2 Summary position

Element	Commentary	Previous Status	Present Status
Groups	- Control, design and governance groups are formed and operating.	☺	☺
Phase 1 progress	- Diagnostic Report complete and being circulated.	☺	☺

Phase 2 progress	- Manager Module presently being delivered with 539 participants booked to attend the launch event out of 1,036 potential.
	
	- Average attendance rate remains above target, with participant evaluations exceeding quality targets.
	
	- RAG status relates to a number of current risks and issues:
	
	  - Risk that while attendance levels remain above target, there are late cancellations and non-attendance that may worsen and thus affect overall programme deployment within current scope.
	
	  - *Note: Presently working with Comms to increase awareness and developing departmental reports to highlight managers that have not yet engaged in workshop booking process.*
	
	  - Issue over suitability of lower floor Bermuda House training space to deliver effective learning and development once Manager and Colleague programmes begin running concurrently.
		😐	😐

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	- Note: Presently working with Property Holdings to identify other potential training spaces within organisation property portfolio. - Issue over GoJ programme resource availability due to moves and changes in personnel, which may impact on effective deployment planning and execution. *- Note: temp Programme Officer employed and temp Phase 2 Lead being sought.*	🟧	🟧
Phase 3 progress	- Funding for additional consultancy-based resources agreed and key personnel in place. - Four key work streams identified and engagement commenced with People Services' lead managers. - GoJ Lead for Phase 3 appointed to ensure focused transition during change of People Services Director.	😐	☺
Communications	- Ongoing use of tactical communications to raise awareness of the programme and encourage participation. - RAG status reflects slow progress towards creating and agreeing an over-arching communication strategy for the programme. *- Plan to address concerns through working with Comms Unit, following-up a draft strategy created by TJ team.*	😐	😐
Programme management	- Programme management function jointly established between SoJ and TDP.	☺	☺
Budget	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.	☺	☺
Issues and risks	- Issues and risks identified and being managed.	☺	☺

Team Jersey Programme
Programme Progress Report

Monthly update to Programme
Board

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23 April 2019

3 Reports from groups

3.1 Operations Board

The Ops Board has met three times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2 Design Group

The Design Group has not met since the last report to progress programme design – meeting planned for early May 2019 to review plans for Colleague Module materials.

3.3 Commercial Group

The Commercial Group will meet once since the last report to review financial and contractual issues. Key comments arising from meeting:

a) *Review contracting requirements for additional TJ activities not presently included within programme deliverables*

- *Group discussed options for contracting additional TPD work requested by GOJ outside present TJ Programme scope, noting the following key points:*

  - *GoJ procurement policies must be considered and followed to ensure transparent good governance in respect of any additional activities.*

  - *Providing the proposed activities are an extension of the existing contracted work, they can be incorporated through a contract amend process with an exemption statement complying with GoJ procurement policies.*

  - *The first step on the process should be for the GoJ department requesting the additional activities to create a 'statement of requirements' against which TDP can respond.*

b) *CR03/19: Remove Train the Trainer - Leadership Delivery from programme schedule*

- *Group considered change request, agreeing support in principle. IR noted a need to update change request document, which he will circulate for formal comment.*

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Programme Progress Report

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4   Programme progress and status

4.1   KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- Programme management function established and functioning between GoJ and TDP.
1.2	Co-design of programme contents		☺	- Agreement on present programme content, with further work encompassing Colleague Modules content ongoing.
1.3	Delivery of events	Phase 1		- Complete, save 1 x Future History workshop remaining – held over for delivery as required.
		Phase 2	😐	- Manager Module workshops commenced in March and being delivered, with Colleague Module workshops due to commence in July. - RAG status reflects concerns over suitability of planned accommodation for delivering learning and development workshops and over impact of recent personnel movement on GoJ resources. - *Note: Presently reviewing alternative training space accommodation options and focused on recruiting and training additional resources.*
		Phase 3		- Diagnostic events and interviews complete and implementation under discussion.
1.4	Delivery of capability, tools and reports	Phase 1	☺	- Diagnostic report complete and being circulated.
		Phase 3	☺	- TJ Programme team engaged with People Services to plan implementation of Phase 3 Diagnostic recommendations.

1.5	The programme remains within agreed budget	🙂	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.
2. Partner relationship			
2.1	A strong and effective relationship exists between SoJ and TDP	🙂	- No present concerns.

4.2 KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		🙂	- No significant issues noted at present time. .
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 1		- Activity complete.

		Phase 2	😐	- RAG status reflects two concerns:
				  - Challenges recruiting a further 100 TJ Leads
				  - Attendance levels at initial Manager Modules, which are only marginally above target level
				
				- *Plans to address the first point are presently on hold, with a pause in TJ Lead recruitment while initial 100 are trained and established.*
				
				- *Plan to address second point concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.*

		Phase 3	🙂	- No present concerns.
2.1	Programme is engaging partners			- Activity complete.

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2.3	Programme is engaging public		- Activity complete.

4.3   KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ	☺		- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ	☺		- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement	☺		- No present concerns.
2.2	Improvement in staff commitment	☺		- No present concerns.
2.3	Improvement in relationships	☺		- No present concerns.
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception	☺		- No present concerns.

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5 Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6 Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7 Programme budget

Expenditure Item	Year to date		Variance (£)	Variance (%)
	Budget	Actual		
Phase 1	£158,164	£158,164	£0	0%
Phase 2	£68,075	£0	£68,075	100%
Phase 3	£98,950	£28,998	£69,952	71%
Expenses	£37,410	-£28,831	£66,241	177%
Total:	£362,599	£158,331	£204,268	56%
Staff	£36,450	£25,002	£11,448	31%
Buildings & Equipment	£49,214	£29,153	£20,061	41%
Systems and Office	£4,600	£4,906	-£306	-7%
Training Delivery	£6,650	£3,633	£3,017	45%
Other	£2,500	£460	£2,040	82%
Total:	£271,812	£221,484	£50,328	19%

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Notes

(1) Savings against budget are shown as a positive figure

(2) Forecast expenditure

8 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities

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Report

Document:	Progress and Expenditure Summary Statement
Created by:	[✂]
Version:	v1.0
Date issued:	17 May 2019

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1   Purpose of document

This document is a summary position statement setting out the progress and expenditure status of the Team Jersey (TJ) programme at end 17 May 2019.

Its purpose is to provide a 'sign-off' point for GoJ's departing Director of People Services who is present budget holder, and 'hand over' position statement to their budget holder successor.

2   Executive summary

2.1   Progress to date

The following had been achieved at end 17 April 2019:

-   **Phase 1 Diagnostic**: Formally accepted as satisfactorily completed by Programme Board.

-   **Phase 3 Diagnostic**: Completed, with informal acceptance by Programme Board of recommended implementation requirements.

-   **Phase 2 Delivery**: Management Module deployment commenced on 5 March 2019, with circa 400 managers attending a workshop to date. TJ Lead programme commenced with 142 recruited of which 55 have fully completed training.

-   **Phase 3 Implementation**: Commenced through series of facilitated workshops focused on four key themes.

2.2   Expenditure to date

The following expenditure position summarises expenditure at end 17 May 2019:

	2018 Full Year	2019 Year to Date	2019 Full Year
Budget / forecast:	£495,000	£605,872	£1,745,179
Expenditure to date:	£492,115	£420,521	£420,521
Variance:	£2,885	£185,351	£1,324,658

2.3   Plans to date

The following plans are in place at end 17 May 2019:

-   **Phase 1**: Programme will monitor progress against internal initiatives identified as needed to address those recommendations contained in the Phase 1 Diagnostic report not being directly addressed by Phase 2 and Phase 3 activities.

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- **Phase 2 Delivery**: Management Module delivery scheduled to complete by end May 2020. Colleague Module planned to commence in July 2019 and complete in March 2021. TJ Lead programme to continue throughout this period.

- **Phase 3 Implementation**: Ongoing work supporting four key People Services' work streams (Recruitment, Induction and on-boarding, Talent, learning and leadership development, Wellbeing and absence management) scheduled for 2019 and 2020.

3   Progress to date: detail

3.1   Phase 1

The TJ contract with TDP set out 23 discrete 'deliverables' for provision by end March 2019. The TJ Programme Board received a report on 2 April 2019 titled 'End of Phase 1 Completion Report v1.0', dated 26 March, stating progress made against these deliverables. The Board accepted the report, thereby acknowledging a satisfactory completion of Phase 1.

(See End of Phase 1 Completion Report v1.0 for full details)

3.2   Phase 2

Delivery of the Management Module workshops commenced on 5 March 2019, two months earlier than originally planned in order to advance learning and development support related to the new 'My Conversations, My Goals' performance management process. By end 17 May 2019, circa 400 managers had completed their first workshop, with a further circa 150 booked to attend.

A total of 142 employees had responded to a Team Jersey Lead recruitment campaign, with 86 commenced training, of which 55 had completed by end 17 May 2019.

3.3   Phase 3

The Phase 1 Report contained findings from Phase 3 diagnostic work, recommending several work streams to commence within People Services in order to address recognised issues. By end April 2019, the TJ programme is supporting four of these: Recruitment, Induction and on-boarding, Talent, learning and leadership development, Wellbeing and absence management.

4   Expenditure to date: detail

4.1   2018

The financial position at end 2018 was:

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Account	Full Year Actual 2018	Full Year Forecast 2018	Forecast Variance (Adv)/Fav
Staff Costs	£13,656	£0	-£13,656
Supplies and Services:	£478,166	£495,000	£16,834
Administrative Expenses:	£293	£0	-£293
Total 2018 expenditure:	**£492,115**	**£495,000**	**£2,885**

(*See Appendix A for full expenditure details*)

4.2   2019

The financial position at end 17 May 2019 is as follows:

Expenditure Item	Year to date			Full Year		
	Forecast	Actual	Variance	Forecast	Actual	Remaining
1. Contract with TDP						
Phase 1:	£166,398	£166,393	£5	£166,398	£166,393	£5
Phase 2:	£145,250	£69,975	£75,275	£714,200	£69,975	£644,225
Phase 3:	£130,123	£113,449	£16,674	£434,064	£113,449	£320,615
Expenses:	£46,360	-£23,360	£69,720	£118,277	-£23,360	£141,637
Sub-total:	£488,131	£346,819	£151,272	£1,432,938	£346,819	£1,086,120
2. Internal staff costs						
Internal staff total:	£18,600	£15,355	£3,245	£82,467	£15,355	£67,112
Temp / cont staff total:	£30,000	£12,861	£23,976	£70,000	£12,861	£57,139
Sub-total:	£48,600	£28,216	£20,385	£152,467	£28,216	£124,251
3. Buildings & Equipment						
Sub-total:	£50,257	£27,624	£22,633	£101,824	£27,624	£74,199
4. Systems & office costs						
Sub-total:	£5,050	£9,475	-£4,425	£6,650	£9,475	-£2,825
5. Training Delivery						
Sub-total:	£10,500	£7,928	£2,572	£41,300	£7,928	£33,372
6. Other						
Sub-total:	£3,333	£460	£2,874	£10,000	£460	£9,540
Total:	**£605,872**	**£420,521**	**£185,351**	**£1,745,179**	**£420,521**	**£1,324,658**

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(*See Appendix B for full expenditure details*)

Notes:

1. Forecast is expected spend to end April 2019, and actual spend to end 17 May 2019.

2. The £185,351 underspend to date is primarily a result of two factors:

    a) The timing of Phase 2 payments: forecast covers contracted payment schedule whereas actual excludes TDP's April invoice (projected to be £77,175).

    b) Accrual against travel expenses carried forward from 2018: Finance carried forward circa £50K from 2018 to cover TDP travel expenses incurred in that year.

5   Plans to date: detail

The following plans are in place at end 17 May 2019:

- **Phase 1**: Programme will monitor progress against internal initiatives identified as needed to address those recommendations contained in the Phase 1 Diagnostic report not being directly addressed by Phase 2 and Phase 3 activities.

- **Phase 2 Delivery**: Management Module delivery scheduled to complete by end May 2020. Colleague Module planned to commence in July 2019 and complete in March 2020. TJ Lead programme to continue throughout this period.

- **Phase 3 Implementation**: Ongoing work supporting four key People Services' work streams (Recruitment, Induction and on-boarding, Talent, learning and leadership development, Wellbeing and absence management) scheduled for 2019 and 2020.

6   Sign-off

The information presented in this report summarises spend date at end 17 May 2019, the point at which present programme budget holder relinquishes responsibility for financial expenditure.

Present budget
holder: **J McGeachie**

New budget
holder: **J Quinn**

Signed: ……………………………

Signed: …………………………….

Date: ……………………………

Date: …………………………….

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Appendix A: 2018 financial summary

Account	Full Year Forecast 2018	Full Year Actual 2018	Forecast Variance (Adv)/Fav
Staff Costs			
491100-Admin Agency Temps		£2,968	-£2,968
491300-Other Agency Temps		£10,688	-£10,688
Total:		**£13,656**	**-£13,656**
Supplies and Services			
540110-Hired Services	£495,000	£392,952	£102,048
548012-Tech Support Fees		£3,952	-£3,952
560010-Equipment Hire		£25	-£25
640100-Meals & Entertainment		£199	-£199
640200-Subsistence		£1,154	-£1,154
641100-Other Travel		£12,130	-£12,130
641101-Travel - Air Fares		£35,500	-£35,500
641110-Rail Travel		£456	-£456
641120-Taxi Fares		£2,521	-£2,521
642100-Hotel Accommodation		£27,500	-£27,500
643100-Conference & Course Fees		£1,776	-£1,776
Total:	**£495,000**	**£478,166**	**£16,834**
Administrative Expenses			
601200-Printing and Binding		£118	-£118

Account	Full Year Forecast 2018	Full Year Actual 2018	Forecast Variance (Adv)/Fav
621001-Mobile Telephones		£60	-£60
661010-Other Administrative Costs		£115	-£115
Total:		**£293**	**-£293**
Total 2018 expenditure:	**£495,000**	**£492,115**	£2,885

Source: Extract from Finance Department report provided on 3 May 2019.

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Appendix B: 2019 financial summary

Expenditure Item	Year to date		Variance (£)	Variance (%)	Full Year		Remaining
	Forecast	Actual			Forecast	Actual	
1. Contract with TDP							
Delivery	£166,398	£166,393	£5	0%	£166,398	£166,393	£5
Manager Module Delivery	[✂]	[✂]	[✂]	45%	[✂]	[✂]	[✂]
Colleague Module Delivery	[✂]	[✂]	[✂]	0%	[✂]	[✂]	[✂]
Team Jersey Leads	[✂]	[✂]	[✂]	85%	[✂]	[✂]	[✂]
Materials	[✂]	[✂]	[✂]	38%	[✂]	[✂]	[✂]
Programme Director	[✂]	[✂]	[✂]	50%	[✂]	[✂]	[✂]
Programme Management	[✂]	[✂]	[✂]	50%	[✂]	[✂]	[✂]
Phase 2 Total:	£145,250	£69,975	£75,275	52%	£714,200	£69,975	£644,225
Consultancy	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]
Training	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]
Programme Director	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]	[✂]
Phase 3 Total:	£130,123	£113,449	£16,674	13%	£434,064	£113,449	£320,615
Programme Director	£0	£0	£0	0%	[✂]	£0	[✂]

Expenditure Item	Year to date				Full Year		
	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual	Remaining
UK Travel	£8,000	£11,177	-£2,878	-36%	£24,000	£11,177	£12,823
Flights	£11,200	-£18,761	£34,267	306%	£38,000	-£18,761	£56,761
Accommodation	£20,160	£2,237	£23,277	115%	£68,400	£2,237	£66,163
Subsistence	£4,000	£1,089	£2,911	73%	£10,700	£1,089	£9,611
Jersey Travel	£3,000	£1,260	£1,740	58%	£8,050	£1,260	£6,790
On-island	£0	£0	£0	0%	£0	£0	£0
Off-island	£0	£0	£0	0%	-£54,873	£0	-£54,873
Expenses total:	£46,360	-£23,360	£79,680	172%	£118,277	-£23,360	£141,637
Sub-total:	£488,131	£346,819	£151,272	31%	£1,432,938	£346,819	£1,086,120

2. Internal staff costs

	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual	Remaining
Programme Manager	[✂]	[✂]	[✂]	0%	[✂]	[✂]	[✂]
Programme Officer	[✂]	[✂]	[✂]	0%	[✂]	[✂]	[✂]
Programme Administrator	[✂]	[✂]	[✂]	0%	[✂]	[✂]	[✂]
Programme Lead (Engagement)	[✂]	[✂]	[✂]	17%	[✂]	[✂]	[✂]
Internal staff total:	[✂]	[✂]	[✂]	17%	[✂]	[✂]	[✂]
Programme Manager	[✂]	[✂]	[✂]	24%	[✂]	[✂]	[✂]
Programme Administrator	[✂]	[✂]	[✂]	11%	[✂]	[✂]	[✂]

Expenditure Item	Year to date				Full Year		
	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual	Remaining
Temp / contract staff total:	[✂]	[✂]	[✂]	80%	[✂]	[✂]	[✂]
Sub-total:	£48,600	£28,216	£27,222	56%	£152,467	£28,216	£124,251

3. Buildings & Equipment

Expenditure Item	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual	Remaining
Fit-out	£24,387	£3,701	£22,361	92%	£24,387	£3,701	£20,687
Lease	£19,599	£19,599	£0	0%	£52,043	£19,599	£32,444
Maintenance & Building Services	£738	£1,568	-£830	-112%	£2,707	£1,568	£1,139
Rates and utilities	£3,000	£1,110	£1,890	63%	£14,000	£1,110	£12,890
Cleaning	£1,782	£1,378	£952	53%	£6,161	£1,378	£4,784
Consumables	£750	£268	£531	71%	£2,525	£268	£2,257
Sub-total:	£50,257	£27,624	£24,903	50%	£101,824	£27,624	£74,199

4. Systems & office costs

Expenditure Item	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual	Remaining
Booking Live	£4,450	£3,219	£1,231	28%	£5,650	£3,219	£2,431
Printer costs	£200	£0	£200	100%	£0	£0	£0
General stationary	£200	£0	£200	100%	£0	£0	£0
IT equipment	£200	£6,256	-£5,881	-2940%	£1,000	£6,256	-£5,256
Sub-total:	£5,050	£9,475	-£4,250	-84%	£6,650	£9,475	-£2,825

5. Training Delivery

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Expenditure Item	Year to date				Full Year			
	Forecast	Actual	Variance (£)	Variance (%)	Forecast	Actual		Remaining
Venue Hire	£5,000	£2,776	£2,224	44%	£15,000	£2,776		£12,224
Equipment hire	£400	£598	-£198	-50%	£1,200	£598		£602
Equipment moves	£2,000	£1,499	£502	25%	£6,000	£1,499		£4,502
Delegate refreshments	£3,100	£3,055	£439	14%	£19,100	£3,055		£16,045
Sub-total:	£10,500	£7,928	£2,966	28%	£41,300	£7,928		£33,372
6. Other								
Miscellaneous	£3,333	£460	£2,874	86%	£10,000	£460		£9,540
Total:	£605,872	£420,521	£204,987	34%	£1,745,179	£420,521		£1,324,658

Source: TJ Programme Budget Tracker based on report from Finance of spend to end 17 May 2019

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Appendix C: Finance Department Report

Statement provided by Finance Department showing year to date spend against internal programme codes.

[✂]

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Programme Status Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	1.0
Date issued:	22 May 2019

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1   Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2   Summary position

Element	Commentary	Previous Status	Present Status
Groups	- Control, design and governance groups are operating satisfactorily.	☺	☺

Phase 2 progress	- **Leadership Programme**: 550 managers booked with 382 now completed. Attendance rates continues to be above target.
	
	- **Colleague Programme:** At planning stage, due for launch at start of July 2019 - investigating options for permanent and temporary delivery venues.
	
	- **TJ Lead Programme:** 142 applied and 80 have fully completed initial training.
	- **RAG status** relates to a number of current risks and issues:
	  - Ongoing concerns over Leadership Programme attendance levels
	  - Planning of Colleague Programme behind schedule due to internal resource constraints
	  - Delivery of Colleague Programme needs additional workshop space, presently not secured
	  - Challenge ensuring a fully representative complement of TJ Leads
		😐	😐

Phase 3 progress	- Programme engaged with People Services on four key workstreams and supporting departmental managers.	☺	☺
Initiatives arising from Phase 1 Diagnostic Report recommendations	- Plans and activities commencing to address cultural change issues contained in Phase 1 Diagnostic Report but not encompassed with Phase 2 and Phase 3 of programme.		☺

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Communications	- Comms Unit engaged in supporting programme with tactical activities. - Strategy plan developed to cover higher level comms themes and activities.	😐	🙂
Programme management	- Programme management function jointly established between SoJ and TDP.	🙂	🙂
Budget	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.	🙂	🙂
Issues and risks	- Issues and risks identified and being managed.	🙂	🙂

3 Reports from groups

3.1 Operations Board

The Ops Board has met twice times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2 Design Group

The Design Group has met twice since the last report to progress programme design – meeting planned for early May 2019 to review plans for Colleague Module materials.

3.3 Commercial Group

The Commercial Group will meet once since the last report to review financial and contractual issues. Key comments arising from meeting:

a) CR04/19: Expand Programme to Support Department-Specific Cultural Change Requirements

- Group discussed IR's change request document, agreeing in-principle but proposing a number of changes / clarifications around contractual and procedural process, notably:

  - That requests cannot be met from within existing programme and that they do not representative something fundamentally different from existing programme.

  - Clarity around departments needing to fund from their own budgets rather than assuming there is a central fund - this must be made clear to EMT.

  - That TDP must cost each request before agreement, to include any travel expenses.

  - That TJ Programme will provide oversight and governance.

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4   Programme progress and status

4.1   KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- Programme management function established and functioning between GoJ and TDP.
1.2	Co-design of programme contents		☺	- Agreement on present programme content, with further work encompassing Colleague Modules content ongoing.

1.3	Delivery of events	Phase 2	☺	- **Leadership Programme**:
				
				   - 550 booked to attend out of 1,060 potential
				
				   - 383 have completed first workshop
				
				   - Subsequent workshops released and being booked
				
				   - Average attendance rate remains above target - though close to 75% on some days - with participant evaluations exceeding quality targets.
				
				- **Colleague Programme**:
				
				   - At planning stage, due for launch at start of July 2019
				
				   - Investigating options for permanent and temporary delivery venues
				
				- **TJ Lead Programme:**
				
				   - 142 applied, of which 128 accepted
				
				   - 80 have fully completed initial training or are scheduled to do so
				
				   - TJ Lead Academy in planning

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			🟧	- **RAG status** relates to a number of current risks and issues:
				
				  - Ongoing concerns over Leadership Programme attendance levels - *Response: presently working on initiatives to address non-attendance*
				
				  - Planning of Colleague Programme behind schedule due to internal resource constraints - *Response: replacement resource now engaged and commencing work.*
				
				  - Delivery of Colleague Programme needs additional workshop space, presently not secured - *Response: Presently working with Property Holdings to identify other potential training spaces within organisation property portfolio and considering temporary venues.*
				
				  - Challenge ensuring a fully representative complement of TJ Leads - *Response: Ring-fencing programme capacity to accommodate necessary representatives and planning to re-focus programme on recruitment.*

		Phase 3	🙂	- Programme engaged with People Services on four key workstreams:
				
				  - Recruitment
				
				  - Induction and onboarding
				
				  - Talent, learning and leadership development
				
				  - Wellbeing and absence management
				
				- Additional consultancy-based resources secured to support departmental manager-led activities.

		Initiatives arising from Phase 1	🙂	- Plans and activities commencing to address cultural change issues contained in Phase 1

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Ref	Success factors	Measure	Present Status	Comment
		Diagnostic Report recommendations	🙂	Diagnostic Report but not encompassed with Phase 2 and Phase 3 of programme.
1.5	The programme remains within agreed budget		🙂	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		🙂	- No present concerns.

4.2 KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		🙂	- No significant issues noted at present time. .
2. Engagement in programme				

2.1	Programme is engaging workforce	Phase 2	😐	- RAG status reflects two concerns:
				
				  - Challenges recruiting full complement of TJ Leads
				
				  - Attendance levels at initial Manager Modules, which are only marginally above target level
				
				- *Plans to address the first point are presently on hold, with a pause in TJ Lead recruitment while initial 100 are trained and established.*
				
				- *Plan to address second point concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.*

		Phase 3	🙂	- No present concerns.

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4.3 KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ	☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ	☺	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement	☺	- No present concerns.
2.2	Improvement in staff commitment	☺	- No present concerns.
2.3	Improvement in relationships	☺	- No present concerns.
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception	☺	- No present concerns.

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5   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7   Programme budget

Statement shown shows status at end April 2019.

Expenditure Item	Year to date			
	Forecast	Actual	Variance (£)	Variance (%)
Phase 1	£166,398	£166,393	£5	0%
Phase 2	£145,250	£69,975	£75,275	52%
Phase 3	£130,123	£113,449	£16,674	13%
Expenses	£46,360	-£33,320	£79,680	172%
Total:	£488,131	£336,859	£151,272	31%
Staff	£48,600	£21,378	£27,222	56%
Buildings & Equipment	£50,257	£25,354	£24,903	50%
Systems and Office	£5,050	£9,300	-£4,250	-84%
Training Delivery	£10,500	£7,534	£2,966	28%
Other	£3,333	£460	£2,874	86%
Total:	£605,872	£400,885	£204,987	34%

Team Jersey Programme
Programme Progress Report

Monthly update to Programme
Board

v1.0
22 May 2019

Notes

(1) Savings against budget are shown as a positive figure

(2) Forecast expenditure

8   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities

Team Jersey Phase 2 Planning

Key Programme Participant Protocol

Summary v2.3

23 May 2019

Programme attendance

1. Who will take part in the programme?

To ensure maximum impact everyone who works for the Government of Jersey (GoJ) or delivers services on behalf of the organisation will be invited to participate in the Team Jersey programme

2. Does everyone have to take part?

To meet the aims above the following people will all be invited to attend:

a)   All permanent staff, whether full-time, part-time, term-time or employed on other arrangements

b)   All permanently contracted or fixed term contract staff

c)   All temporary staff engaged through an agency at manager discretion

d)   GoJ staff on zero hour contracts at manager discretion

e)   All sub-contracted staff delivering a customer facing service on behalf of GoJ

f)   Attendance is optional for voluntary staff working within a GoJ organisation

Programme participation: Managers

1. Who will attend the Leadership Development Sessions?

Everyone who is directly managing staff i.e. anyone with line or team management responsibilities will be obliged to attend

Programme participation: Colleagues

1. Who will attend the Colleague Workshops?

Everyone not attending the Leadership Development sessions will take part in the Colleague programme

2. What are the attendance 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 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

Programme management

1. How is programme attendance managed?

The Team Jersey Support team will ensure:

- Everyone receives information about the programme and an invite to attend the workshops

- There is reasonable flexibility incorporated to accommodate individual circumstances and working practices, such as shift working and teachers

2. What's expected in return?

- People should make every effort to attend the workshops offered

- Line managers will ensure all their staff eligible to attend do so, supporting and encouraging participation

- TJ Admin will regularly share a status report with managers, to allow a focus on those not attending

Programme pay arrangements

1. What pay arrangements exist for participants?

- Permanent, contracted and temporary staff receive their normal rate of pay when attending Team Jersey workshops

- People on part time and zero hours arrangements will be paid for all the hours they attend

- Sub-contracted staff will have their payment arranged by their responsible department

- Volunteers will not be paid for the time they spend attending, this is at their discretion

- Any additional funding to cover pay arrangements will be met by departmental budgets

Team Jersey communication

Background

The Team Jersey programme is a core component in the Government of Jersey's One Government transformation.

It's a long term programmes that aims is to define and deliver positive cultural change across the public sector for the benefit of employees and islanders.

It will build on the positive aspects of the organisation and identify what needs to change to develop a culture of teamwork, collaboration, learning and innovation, while building trust with citizens.

Part of its remit involves embedding and supporting the attitudes and behaviours that enable people to be confident and skilled in their work and feel inspired to deliver excellent services to islanders.

Objectives

- To support the evolution of our culture
- To inform and promote understanding for everyone in the Government of Jersey about what the Team Jersey programme is and how it aligns with our One Government aims
- To create enthusiasm for colleagues to engage and be involved with the Team Jersey Programme
- To build understanding that we all need to work together to shape a positive culture
- To develop confidence for colleagues to talk about the issues in their workplace and ensure colleagues know that we listen and act upon their feedback.

Audiences

This plan addresses our internal audience needs.

At a high level, we segment by:

- All colleagues
- Managers
- Team Jersey Leads.

There may be times when we need to segment further, such as:

- Senior managers (tier 1 and 2 or 1, 2 and 3)
- Managers
- Front-line workers

- Civil servants
- Manual workers
- Nurses and midwives
- Teachers and teaching assistants
- Uniformed services workers
- Trades unions
- Politicians
- Ministers.

At key moments, we will also wish to engage with relevant external audiences, including:

- The Council of Ministers
- Scrutiny
- States Assembly
- Island stakeholders
- Media
- The public.

A variety of communication channels will be used, including:

Face-to-face:
- team meetings (lead by both managers and Team Jersey programme members)
- briefings
- drop-ins
- workshops and training sessions
- leader/manager events
- all-staff events.

Direct:
- desk drops to colleagues
- Team Jersey newsletters
- Changing States articles.

Digital:
- MyStates intranet articles and pages (and other intranets),
- Blogs
- Resource collaboration sites
- Screen lock messages.

Print and collateral:
- posters
- banners
- letters.

Messages:

We will reinforce the following key messages:

- we are committed to creating a positive culture in Government of Jersey and improving how we collaborate as an organisation
- improving the culture will bring many benefits, to colleagues and islanders
- this is a programme for all colleagues, in all departments, at all levels
- the best way to shape the future culture is to get involved
- we collectively need to understand our strengths, and how to build on them, and be honest about what needs to change
- we will share examples of change and positive behaviour to inform and inspire
- Team Jersey represents significant investment in our people and public service.

Communications strategy

We will use appropriate channels and messaging to reach segmented audiences at the right time, with three distinct objectives:

1. **Functional** with a clear call to action for colleagues to do something. Operational messages and calls to action – such as invites to workshops.

2. **Awareness and understanding** of the programme. Where are we now – building a clear picture of the current situation and what needs to change.

3. **Visionary and inspiring change.** Where we want the culture to end up – sharing how is the organisation changing and how are we becoming Team Jersey.

Storytelling

The power of storytelling within organisations is well documented. Stories of employees owning and leading change can be both inspiring and memorable. We can use stories to demonstrate real change and help to embed the type of culture we aspire to achieve across the public sector, hearing colleagues' stories about cultural and behavioural change and how they're implementing new ways of working as a result of training and networking on Team Jersey events.

To gather and share stories, the Internal and Change Communications Team will need to have access to story leads and suggestions. It can't be emphasised enough that the team will need support from the programme to access relevant stories, which could be shared during learning sessions or engagement events with Team Jersey Leads.

This approach must be consistent and reinforcing the Internal Communications Strategy, approved by the Corporate Strategy Board in June 2018.

We need to create the right environment to enable engagement to flourish in the workforce and find the techniques that speak directly to their employees.

Implementation

Internal communications can support and promote broader cultural change across the public sector and deliver campaigns to support specific Team Jersey Programme aims and needs.

This plan is split into three areas:

1. Comms that promotes **Team Jersey activity**, such as:
   - Team Jersey Leads
   - Manager sessions
   - Colleague sessions.

2. **Campaigns**, that support cultural change and the aims of the programmes, such as:
   - Our commitments
   - We are Team Jersey
   - Be part of the change.

3. **Seeding comms**, using existing channels and comms to increase visibility and understanding, supporting standalone comms.

Content

The core content that is used in all communications about Team Jersey must come from the Team Jersey support team and leads themselves – in the same way any other internal communications messaging originates with the responsible department, directorate or team.

Directors General and senior leaders are also responsible for sharing examples of change and success stories with the Team Jersey support team and Internal and Change Communications team.

Internal and Change Communications can build and send all-colleague and all-manager communications for Team Jersey. While programme administrative comms and project updates are the responsibility of the Team Jersey support team, we can support in creating or reviewing programme standard comms and the approach.

We can work with Media and Stakeholder Relations, and Marketing, Design and Digital Communications to create both internal and external communications campaigns, acting as the Team Jersey programme's comms conduit.

Our new intranet homepage solution will allow a personalised, user-centred experience. We will be able to create Team Jersey specific articles, and also potentially an area where all Team Jersey articles are collated. Updating the Team Jersey intranet pages sits with the Team Jersey project team.

Team Jersey moves to 'business as usual' from April 2021. By then, we will have more than 200 Team Jersey Leads in place and have developed tool kits and on line learning to enable the programme to continue without the need for the support team.

Plan of communications activities

Below are our proposals for internal communications activities for the remainder of 2019, 2020 and 2021.

After this approach is agreed, Internal Communications and Team Jersey support team can work together, including other teams where appropriate, to produce detailed outputs, actions and timelines.

Not all activities are timetabled as they depend on wider Team Jersey Programme timings and exact agreed plans for each comms activity. We also need to have some flexibility to respond to events in the wider organisational context to ensure the timing of campaigns is appropriate.

For example, we would need to consider how campaigns would 'land' during a period of departmental target operating model consultations and pay disputes.

1. Comms that promotes Team Jersey activity:

Communications strand	Audience	Channels	Message	Date	Who
Team Jersey Leads recruitment	All employees	• Email • Intranet • Departmental newsletters • Posters • Logon screens	• Become a Team Jersey lead • Testimonials from current leads • Posters featuring current leads and a line about what the role means to them. (quotes from unused video, photos in workplace) • Need to outline key benefits for individuals as part of the key messages	September	• Internal Comms to draft • Internal Comms to send/publish • Team Jersey support team provide to details and benefits
Team Jersey Leads ongoing communication	Team Jersey Leads	• Team Jersey Leads newsletter	• Sharing success stories • TJ blog – from a leader in the team • Links to key resources, linking to the upcoming projects/work streams • Dates • Contacts • Photos from events	Monthly or every other month	• Team Jersey support team to provide content • Internal Comms to edit and publish • Consider establishing editorial board

Communications strand	Audience	Channels	Message	Date	Who
			• Ideas from Team Jersey Leads – what have they implemented, what went well (including photos)		
Launch manager toolkits	Managers	• Manager Update for launch • Round-up for ongoing reminders • SLG, SMG sessions	• Video guide to toolkits (high performing teams and values and behaviours) • Useful resources for you to use • They're helpful	September	• Internal Comms
Supporting manager session bookings	Managers	• Manager Round-up • Manager Update	• Testimonials from managers who've attended about the benefits • Dedicated Manager Update outlining specific information about sessions; reminders to sign up and when; bite-size educational bits/reminders from sessions.	Monthly (can vary to quarterly updates to avoid message fatigue)	• Internal Comms • Team Jersey support team to provide stats / updates
Colleague session bookings	All employees and managers	• Changing States • Intranet • Departmental newsletters • Manager Update • Manager Round-up • HRBPs to discuss at DG team meetings	• Tee up that sessions will start in July • Outline booking process • Outline ongoing nature of sessions • DG endorsements • Testimonials from managers who've attended sessions A contextual campaign needs to start before / at the same time to provide context.	June and July then monthly and / or quarterly	• Specific booking communications are being managed by Team Jersey in departments with DGs • Internal Comms can provide support in drafting consistent comms for departmental comms leads to use.

2. Proposed campaigns:

Campaign	Audience	Message	Deliverables	Date
Our commitments to you	All employees	• Sharing the phase one report recommendations • Sharing the commitments made by Directors General (DGs) • These are our commitments – what are yours	• Changing States special newsletter focusing on themes and commitments and Team Jersey Leads' thoughts on why it's important that we all play our part • Video of DGs stating commitments responding to themes • MyStates article(s) • Departmental newsletter articles • Logon screen	TBC
We are Team Jersey	All employees	• Team Jersey isn't the support team, it's us • Meet your colleagues, who are bringing Team Jersey to life • Team Jersey is important to me because…	• Posters of colleagues in their working environments describing what Team Jersey means to them • Posters featuring Team Jersey Leads • Blog style articles in Changing States (by Team Jersey Leads) • MyStates articles • Departmental newsletter articles	TBC
Be part of the change	All employees	• Get involved • Help your view shape our future • Don't let others have their say and you miss out	• Changing States lead article including manager testimonials about their sessions • MyStates article(s) • Departmental newsletter articles • Poster campaign • Lockscreen campaign • Pull up banners around the organisation	TBC

3. Seeding comms:

Communications strand	Audience	Channels	Message	Date	Who
Maintain Team Jersey presence / visibility	All employees	- Changing States - Intranet - Departmental newsletters - Team Jersey Leads newsletter	- articles about events organised by Team Jersey Leads (breakfasts etc) - coverage of the Team Jersey Leads graduation ceremony - promote and cover Team Jersey Lead Academy - referencing Team Jersey whenever appropriate in 'non-Team Jersey stories'.	As and when appropriate using our regular channels	- Internal Comms to draft - Team Jersey support team to provide timings of events and information so that these articles can be put into a schedule

Evaluation

To understand the impact of communications, we must be able to measure outcomes. Measurement must directly link to Team Jersey KPIs.

This will be agreed for the overarching plans and also specific to individual comms activity.

We will present a monthly dashboard to the Team Jersey Programme Board, showing activity, engagement levels and feedback.

Other activity

In additional to supporting Team Jersey support team specific activity, Internal Comms will also support other initiatives that were recommended out of the discovery report, such as I WILL.

All comms must crossover, so that we frequently reference and bring to life 'Team Jersey' so that it doesn't seem like a separate time bound project, but something that we must become and consider in everything we do.

Employer Engagement

Team Jersey Programme Board
30th May 2019

Engagement with Employers in Jersey

Proposal:

- *To create a taskforce of Jersey employers.*

This will clearly demonstrate the Government's response to the Phase 1 report (recommendation 8.7) as well as the commitment made to bring key stakeholders back together. It will aim to be a sustainable initiative extending beyond the duration of the Team Jersey programme.

Purpose:

- *To facilitate the creation of a taskforce of employers focused on the creation of positive workplace culture in Jersey.*
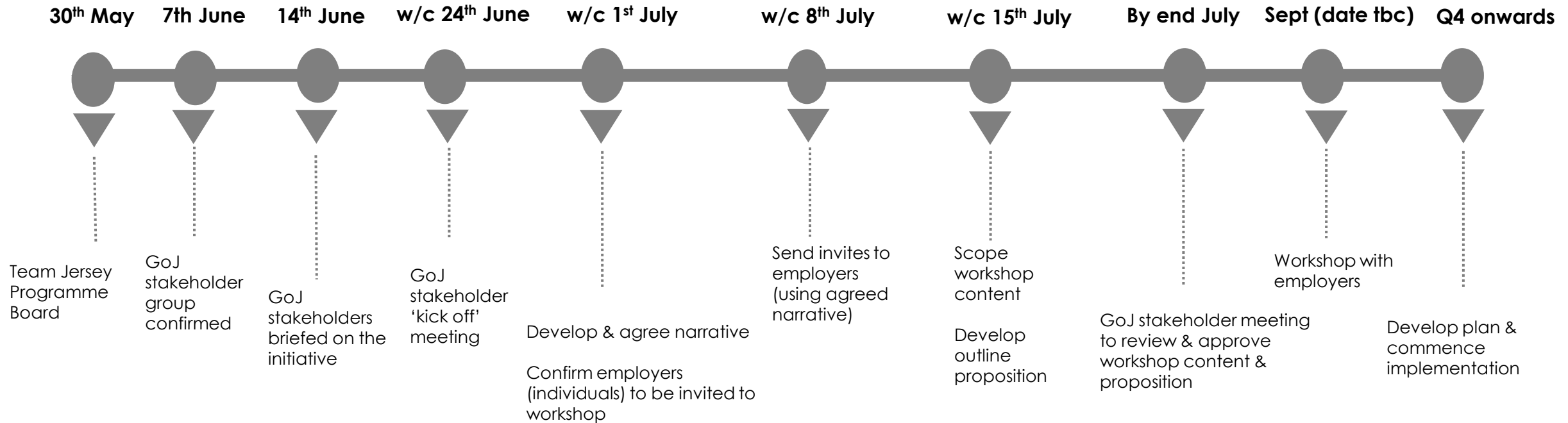
The scope of the taskforce requires to be defined, however it will primarily aim to:
- Share expertise & facilitate problem solving
- Create connectivity (e.g. enabling secondments, collaborating & supporting programmes such as Women in Leadership, etc..)
- Build Jersey Talent

Approach
- Identify a small number of key stakeholders within the Government of Jersey who should have early engagement with, and the opportunity to shape, this initiative:
    - Invite those stakeholders to a 'kick off' meeting to explore this further, to agree the approach/next steps & the role they will undertake
- Develop & agree a compelling narrative to be used with employers, to ensure this initiative is effectively positioned with them
- Identify & agree the key employers (& individuals – CEO's, HRD's, etc...) who should be invited to a 'workshop' to explore the benefits & opportunities of creating a taskforce (& to secure their commitment to actively participating in the taskforce)
    - Send an invitation to employers (& GoJ stakeholders) to position the workshop, giving plenty of notice to ensure we maximise the potential for attendance
- Scope the workshop content & develop an outline 'proposition' to discuss with employers
- Facilitate the workshop, consolidate the outputs & create a plan to drive this forward

Engagement with Employers - timeline

TEAM JERSEY

| 30th May | 7th June | 14th June | w/c 24th June | w/c 1st July | w/c 8th July | w/c 15th July | By end July | Sept (date tbc) | Q4 onwards |

30th May
Team Jersey Programme Board

7th June
GoJ stakeholder group confirmed

14th June
GoJ stakeholders briefed on the initiative

w/c 24th June
GoJ stakeholder 'kick off' meeting

w/c 1st July
Develop & agree narrative

Confirm employers (individuals) to be invited to workshop

w/c 8th July
Send invites to employers (using agreed narrative)

w/c 15th July
Scope workshop content

Develop outline proposition

By end July
GoJ stakeholder meeting to review & approve workshop content & proposition

Sept (date tbc)
Workshop with employers

Q4 onwards
Develop plan & commence implementation

Discussion points

- Are the Programme Board supportive of this proposal, the initial approach & timeline for creating a taskforce of Jersey employers?

- Who are the key stakeholders within the Government of Jersey who should be actively engaged in this initiative?

Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	1.0
Date issued:	25 June 2019

Confidential

Team Jersey Programme
Programme Progress Report

Monthly update to Programme
Board

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25 June 2019

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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
v1.0	[✂]	25 Jun 2019	

Contents

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1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on progress and the present status of the TJ programme.

2 Summary position

2.1 Progress with Phase 2

Element	Commentary	Previous Status	Present Status

Phase 2 progress	- **Leadership Sessions**:
	
	  - 60% of 1,081 current participants booked onto first workshop, with c500 completed.
	
	  - Attendance rate remains above KPI target (75%) but less than projected workshop target attendance of 16 people due to cancellations and no-shows.
	
	  - Bitesize (half-day) sessions commenced.
	
	- **RAG status** reflects:
	  - Potential financial impact of commissioning further workshops to accommodate increased participation level and lower attendance than projected per workshop target- estimated at c£65k with potential to rise.
	  - *Response is a planning focus on reducing potential requirement for additional workshops - agree and execute approach.*
		😐	☹️

	- **Colleague Sessions:**
	
	  - Initial 'first wave' workshops planned for July with main programme launch in September.
	
	- **RAG status** reflects:
	  - Concerns over limited internal time / resources for planning 'first wave' workshop, which may result in lower than planned attendance.
		😐	😐

		Previous	Present
	- *Response is prioritisation of available internal resources wherever possible to ensure satisfactory level of attendance.*		
	- **TJ Lead Programme:** - Recruitment remains at c150, with some of remaining spaces earmarked for school representatives once they engage in programme. - Training undertaken for TJ Leads needed to support First Wave Colleague Sessions workshops and attendance programme agreed. - **RAG status** reflects: - Continued concern over lower than required TJ Lead numbers. - Further concern over level and depth of training provided to those TJ Leads needed to support Colleague Session workshops - feedback suggests more required. - *Response to lower than required numbers is proactive training planned for Sep / Oct / Nov 2019 and plans under discussion with Comms Team to attract additional recruits.* - *Response to quality of training being addressed through engaging with TJ Leads and TDP to understand and plan additional activities as needed.*	😐	😐

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Recruitment	- Statement of requirements established and key milestones agreed with departmental lead. - Review of systems and policies commenced - HRBPs engaged with Workforce Planning framework being presented at end June.	🙂	🙂

Talent, Leadership & Learning	- Statement of requirements established. - Consultancy-based support in place to support delivery.	☺	☺
Corporate Induction & On-Boarding	- SoR complete, project plan finalised, John Quinn briefed & supportive, work progressing to plan.	☺	☺
Absence & Wellbeing	- Statement of requirements established.	☺	☺

2.3 Progress with recommendations arising from Phase 1 Diagnostic Report

Element	Commentary	Previous Status	Present Status
8.1 People systems and processes Improvement	- TJ Response: Encompassed by Phase 3		☺
	- Wider GoJ Response: Owners / leads / status being established		

8.2 Improved leadership and management capability	- TJ Response:
	  - Encompassed by Phase 2 and Phase 3
	  - Being addressed through ongoing engagement between TDP and executive leadership team
			☺

	- Wider GoJ Response: Owners / leads / status being established		
8.3 Senior leaders focus on Team Jersey	- TJ Response: Support in design of leadership events		☺
	- Wider GoJ Response: Owners / leads / status being established		
8.4 Positive culture champions - Team Jersey Leads	- TJ Response: Encompassed by TJ Leadership programme		☺
	- Wider GoJ Response: Owners / leads / status being established		
8.5 All colleague involvement	- TJ Response: Encompassed by Phase 2 Colleague Sessions and Toolkits		☺
	- Wider GoJ Response: Owners / leads / status being established		
	- TJ Response: Planning TJ Lead Politician Programme		☺

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Element	Commentary	Previous Status	Present Status
8.6 Involving Politicians	- Wider GoJ Response: Owners / leads / status being established		
8.7 Engage with employers in the Island	- TJ Response: Creating and facilitating taskforce of employers - initial workshop run by end Sept 19		☺
	- Wider GoJ Response: Owners / leads / status being established		
8.8 Cross government engagement	- TJ Response: Working with GoJ departments to address specific cultural change requirements		☺
	- Wider GoJ Response: Owners / leads / status being established		
8.9 Organisational values	- TJ Response: Working to define specific behaviours associated with organisational values		☺
	- Wider GoJ Response: Owners / leads / status being established		

2.4   Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	- 'Scope of Works' under preparation to cover required support.		☺
GHE – Regulation Team	- 'Scope of Works' under preparation to cover required support.		☺

2.5   Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.	☺	☺
Communications	- Comms Unit engaged in supporting programme with tactical activities, with strategy plan developed. - Weekly meeting between Programme and Comms teams to plan and execute tactical activities within strategy.	☺	☺
Programme management	- Programme management function jointly established between SoJ and TDP.	☺	😐

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	- **RAG status** reflects:
	
	  - Concerns over present level of available internal programme resources and increasing scope of work to complete.
	
	  - *Response is immediate intention to replace Programme Lead from start of Jul 2019 and plans to engage additional admin resources in Q3 2019.*
		🟩	🟧

Budget	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.	☺	☺
Issues and risks	- Issues and risks identified and being managed.	☺	☺

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3   Reports from groups

3.1   Operations Board

The Ops Board has met four times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Design Group

The Design Group has not met since the last report to progress programme design.

3.3   Commercial Group

The Commercial Group will meet once since the last report to review financial and contractual issues. Key comments arising from meeting:

- Group noted Ops Board concern over potential requirement for additional Leadership Sessions workshops due to projected number of additional managers (1,100 v 900) and to cover cancellations / no-shows (present average attendance is two less than capacity). Cost of additional workshops not presently within programme budget.

4   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

5   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

6   Programme budget

Statement shown shows status at end May 2019.

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	Year to date			
Expenditure Item	Actual	Forecast	Variance (£)	Variance (%)
Phase 1	£166,398	£166,398	£0	0%
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Phase 3	£137,034	£161,297	£24,263	18%
Expenses	£841	£71,310	£70,469	8384%
Total:	£483,698	£621,430	£137,732	28%
Staff	£51,832	£64,916	£13,084	25%
Buildings & Equipment	£28,250	£51,301	£23,050	82%
Systems and Office	£9,617	£4,900	-£4,717	-49%
Training Delivery	£8,258	£14,350	£6,092	74%
Other	£460	£4,167	£3,707	807%
Total:	£582,115	£761,063	£178,948	31%

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7 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
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110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities
11	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.	L	L	M	Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution

-

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Programme progress and status

KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				

1.1	Delivery of programme management function		😐	- Programme management function jointly established between SoJ and TDP.
				- **RAG status** reflects:
				  - Concerns over present level of available internal programme resources and increasing scope of work to complete.
				  - Response is immediate intention to replace Programme Lead from start of Jul 2019 and plans to engage additional admin resources in Q3 2019.

1.2	Co-design of programme contents		☺	- Agreement on present programme content, with further work encompassing Colleague Modules content ongoing.

1.3	Delivery of events	Phase 2 (Leadership Sessions)	☹	- **Leadership Sessions**:
				  - 58% of 1,081 participants booked onto first workshop, with c500 completed.
				  - Attendance rate remains above KPI target (75%) but less than projected workshop target attendance of 16 people due to cancellations and no-shows.
				  - Bitesize (half-day) sessions commenced,
				- **RAG status** reflects:
				  - Potential financial impact of commissioning further workshops to accommodate increased participation level and lower workshop attendance in progress - estimated at c£65k.

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			🟥	*- Response is a planning focus on reducing potential requirement for additional workshops - agree and execute approach.*
		Phase 2 (Colleague Sessions)	😐	**- Colleague Sessions:** - Initial 'first wave' workshops planned for July with main programme launch in September. - **RAG status** reflects: - Concerns over limited internal time / resources for planning 'first wave' workshop, which may result in lower than planned attendance. *- Response is prioritisation of available internal resources wherever possible to ensure satisfactory level of attendance.*
		Phase 2 (TJ Lead Programme)	😐	**- TJ Lead Programme:** - Recruitment remains at c150, with some of remaining spaces earmarked for school representatives once they engage in programme. - Training undertaken for TJ Leads needed to support First Wave Colleague Sessions workshops and attendance programme agreed. - **RAG status** reflects: - Continued concern over lower than required TJ Lead numbers. - Further concern over level and depth of training provided to those TJ Leads needed to support Colleague Session workshops - feedback suggested more required. *- Response to lower than required numbers is proactive training planned for Sep / Oct /*

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			🟧	*Nov 2019 and plans under discussion with Comms Team to attract additional recruits.* *- Response to quality of training being addressed through engaging with TJ Leads and TDP to understand and plan additional activities as needed.*

		Phase 3	🙂	- Programme engaged with People Services on four key workstreams:
				
				  - Recruitment
				
				  - Induction and onboarding
				
				  - Talent, learning and leadership development
				
				  - Wellbeing and absence management
				
				- Additional consultancy-based resources secured to support departmental manager-led activities.

		Initiatives arising from Phase 1 Diagnostic Report recommendations	🙂	- Plans and activities commencing to address cultural change issues contained in Phase 1 Diagnostic Report but not encompassed with Phase 2 and Phase 3 of programme.
1.5	The programme remains within agreed budget		🙂	- Reforecast work indicates TJ 2019 expenditure should not exceed 2019 budget. - Forecasts for 2020 and 2021 show programme remaining within original budget.
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		🙂	- No present concerns.

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KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		☺	- No significant issues noted at present time. .
2. Engagement in programme				

2.1	Programme is engaging workforce	Phase 2	😐	- RAG status reflects two concerns:
				
				  - Challenges recruiting full complement of TJ Leads
				
				  - Attendance levels at initial Manager Modules, which are only marginally above target level
				
				- Plans to address the first point are presently on hold, with a pause in TJ Lead recruitment while initial 100 are trained and established.
				
				- Plan to address second point concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.

		Phase 3	☺	- No present concerns.

KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ		☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ		☺	- No present concerns.
2. Engagement in programme				

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2.1	Increased staff engagement	☺	- No present concerns.
2.2	Improvement in staff commitment	☺	- No present concerns.
2.3	Improvement in relationships	☺	- No present concerns.
3. Improvement in public and partner perception of SoJ performance			
3.1	Public perception	☺	- No present concerns.

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Appendix B: Present Management Engagement Levels in Phase 2 Leadership Sessions

Team Jersey Leadership Sessions Report
All departments booked status summary

Date: 25 June 2019

Report shows number of people who are presently booked to attend or have attended the first TJ Leadership Sessions workshop - crucial conversations.
Total is all managers orginally due to attend less those that have subsequently withdrawn
Note that 'Pending' denotes someone who has booked but subsequently cancelled or not attended.

Department	Total	Booked	% Booked	Not Booked	Pending
CLS	58	58	100%		
COO	60	48	80%	8	4
CYPES	203	105	52%	83	15
GHE	137	85	62%	45	7
HCS	272	144	53%	104	24
JHA	163	108	66%	50	5
Non-Mins	65	29	45%	32	4
OCE	28	19	68%	5	4
Other	10	7	70%	2	1
SPPP	19	13	68%	4	2
STE	66	38	58%	23	5
Total	1081	654	60%	356	71

Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	V2.0
Date issued:	29 July 2019

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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
v1.0	[✂]	24 Jul 2019	
V2.0	[✂]	29 Jul 2019	The detailed budget figures on page 9 were incorrect, albeit total budget was correct. Updated to reflect actual position.

Contents

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1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on progress and the present status of the TJ programme.

2 Summary position

2.1 Progress with Phase 2

Element	Commentary	Previous Status	Present Status

Phase 2 progress	- **Leadership Sessions**:
	
	- 63% (60% in June) of 1,083 current participants booked onto Positive Culture - Crucial Conversations, with:
	
	  - 551 completed Positive Culture - Crucial Conversations
	  - 227 completed Leading Organisational Change
	  - 74 completed Building High Performance Teams
	  - 49 completed Think and Work Differently
	  - 32 completed Leading Collaboratively
	
	- At 1,083, present programme participant numbers are 183 higher than financial projection of 900.
	
	- Attendance rate in July stood at 75% (average 12 per workshop), which is the KPI expectation, but lower than the financial expectation of 16 per workshop.
	
	- **RAG status** reflects:
	  - **Cost**: Potential financial impact of commissioning further workshops to accommodate increased participation level and lower attendance than projected per workshop target- estimated at c£160k with potential to rise - not presently budgeted.
	  - *Mitigation: working a plan focused on reducing or eliminating potential financial overspend.*
		☹ (red)	☹ (red)

	- **Colleague Sessions:** - First wave of Colleague workshops run for three weeks in July, with 90 attendees from several different departments.	😐 (amber)	😐 (amber)

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			Previous	Present

	- **RAG status** reflects:
	
	  - **Resources**: Programme needs to recruit additional resources needed to deliver Colleague Sessions programme.
	
	  - *Mitigation is working to identify required resources, ensure they can be recruited and recruit within next month.*
	
	  - **Scope**: Planning needs completing for full launch of Colleague Programme in September.
	
	  - *Mitigation: planning to focus in August on the full launch of Colleague Sessions programme.*			

	- **TJ Lead Programme:**
	
	  - Initial wave of 151 candidates recruited, with training either completed, in progress or planned for the majority.
	
	  - Programme planned to recruit and train 200 TJ Leads by end June 2019, but deferred final 50 while some groups affected by industrial action.
	
	  - Additional training planned for Sep and Oct 2019, then further sessions in Q4 2019 to accommodate departments yet to contribute fully required representative number of TJ Leads.
	
	  - TJ Lead Academy scoped and being agreed for launch in Sep 2019.
	
	- **RAG status** reflects:
	
	  - **Scope**: Programme effectiveness potential hampered by shortage of trained TJ Leads in some departments.
	
	  - *Mitigation: Plan a focused recruitment campaign planned for Sep / Oct 2019 to increase TJ Lead numbers and complete their training*
			☺	☺

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Recruitment	- Review of system functionality complete.	☺	☺

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Element	Commentary	Previous Status	Present Status
	- Review of recruitment, selection and vetting policies commenced, with some immediate initial areas of concern identified and escalated. - Design workforce planning toolkit developed and agreed with Head of OD.	🟩	🟩
Talent, Leadership & Learning	- First draft of strategic framework produced and under discussion - plan to compete in July. - Work on developing behaviours aligned to values commenced. - Scoping summary produced for development of GoJ talent strategy - to review with People Services Director. - SoR complete for Learning and Development framework - aim to complete by end Dec 2019 - SoR complete for Manager Managing toolkit - SoR complete for development of coaching and mentoring framework - SoR complete for Diversity and Inclusion learning intervention	☺ (green)	😐 (green)

Corporate Induction & On-Boarding	- RAG status reflects:
	
	  - **Resource**: lack of internal resources available to progress initiative.
	
	  - *Mitigation: Plan to provide additional consultancy-based support and accept delay in launch until end Nov 2019.*
		☺ (green)	😐 (amber)

Absence & Wellbeing	- SoR complete for supporting Absence Management Policy - resources to be identified. - SoR produced supporting development of a communication and engagement strategy for Wellbeing.	☺ (green)	☺ (green)

2.3 Progress with recommendations arising from Phase 1 Diagnostic Report

Update to be included in next monthly update report.

2.4 Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	- Scope of Works agreed between department and TDP.	☺ (green)	😐 (amber)

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		Previous Status	Present Status

	- Initial work commenced, to include diagnostic and implementation of defined cultural development support.
	- Good progress being made.
	- RAG status reflects:
	
	  - **Scope**: Contractual arrangements allowing this project to take place under Team Jersey Programme yet to be finalised, with risk of not all elements being fully delivered if not resolved.
	
	  - *Mitigation: TJ Commercial Group and Commercial Services presently focused on resolving contractual concerns and completing framework arrangements.*
		🟩	🟧

GHE – Regulation Team	- Scope of Works agreed between department and TDP.
	- Initial work commenced, to include diagnostic and implementation of defined cultural development support.
	- Good progress being made.
	- **RAG status** reflects:
	
	  - **Scope**: Contractual arrangements allowing this project to take place under Team Jersey Programme yet to be finalised, with risk of not all elements being fully delivered if not resolved.
	
	  - *Mitigation: TJ Commercial Group and Commercial Services presently focused on resolving contractual concerns and completing framework arrangements.*
		🟩 ☺	🟧 😐

2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.	☺	☺
Communications	- Comms Unit engaged in supporting programme with tactical activities, with strategy plan developed. - Weekly meeting between Programme and Comms teams to plan and execute tactical activities within strategy.	☺	☺
Programme management	- Programme management function jointly established between SoJ and TDP.	😐	😐

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	- New GoJ Programme Lead joined team at start of July.
	- Recruitment for replacement Programme Office / Admin presently underway.
	- **RAG status** reflects:
	  - **Resources**: need to recruit two additional programme members needed to manage both Leadership and Colleague Sessions.
	  - *Mitigation is focused effort on recruiting temp resources in Jul / Aug 2019 as an interim solution.*
		🟧	🟧

Budget	- Reforecast at start Jul indicates potential £35K overspend, principally to cover full TDP estimated costs and assumed fit-out of second learning and development centre (28-30 The Parade).
	- **RAG status** reflects:
	  - **Cost**: Potential overspend noted in Jul reforecast.
	  - *Mitigation is working with TDP to potentially reduce supplier expenditure in 2019 and release of contingency money placed against second delivery centre once full fit-out costs are realised.*
		🟩 ☺	🟧 😐

Issues and risks	- Issues and risks identified and being managed.	🟩 ☺	🟩 ☺

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3   Reports from groups

3.1   Operations Board

The Ops Board has met three times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Design Group

The Design Group has not met since the last report to progress programme design.

3.3   Commercial Group

The Commercial Group met once since the last report to review financial and contractual issues. Key comments arising from meeting:

1. Group noted concerns about potential financial overspend required to address present situation with Leadership Sessions (more participants than planned / lower levels of attendance than forecast). Asked for analysis of situation.

2. Group reviewed present situation with contractual arrangements for Department-Specific Cultural Change Initiatives, resolving to continue focusing on resolution.

3. Group noted potential overspend in July reforecast, and steps being taken to eliminate.

4   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

5   Programme management

A joint 'Project Management Office (PMO) function exists between SoJ and TDP to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

6   Programme budget

Statement shown shows status at start July 2019 (Also see explanatory comments above).

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Full year: budget against forecast

Expenditure Item	Budget	Forecast	Variance (£)	Variance (%)
Phase 1	£158,074	£166,398	-£8,324	-5%
Phase 2	£845,375	£686,650	£158,725	19%
Phase 3	£241,038	£501,930	-£260,892	-108%
Expenses	£236,129	£135,518	£100,611	43%
Total:	£1,480,616	£1,490,496	-£9,880	-1%
Staff	£185,800	£178,240	£7,560	4%
Buildings & Equipment	£76,508	£93,453	-£16,945	-22%
Systems and Office	£0	£11,217	-£11,217	0%
Training Delivery	£0	£13,189	-£13,189	0%
Other	£10,000	£2,679	£7,321	73%
Total:	**£1,752,924**	**£1,789,275**	**-£36,350**	**-2%**

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7 Programme risks

Key risks shown below:

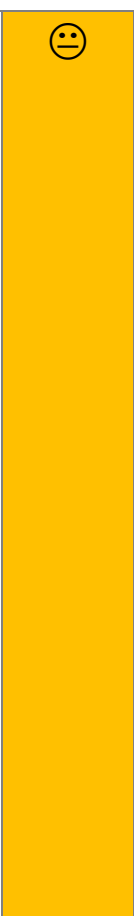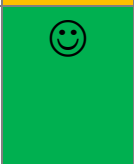| Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities
11	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.	L	L	M	Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution

-

Team Jersey Programme
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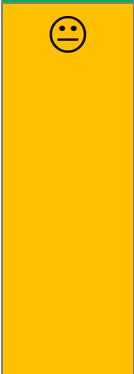Monthly update to Programme
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Appendix A: Programme progress and status

KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		😐	- Programme management function jointly established between SoJ and TDP. - New GoJ Programme Lead joined team at start of July. - Recruitment for replacement Programme Office / Admin presently underway. - **RAG status** reflects: - **Resources**: need to recruit two additional programme members needed to manage both Leadership and Colleague Sessions. - *Mitigation is focused effort on recruiting temp resources in Jul / Aug 2019 as an interim solution.*
1.2	Co-design of programme contents		😊	- Agreement on present programme content, with further work encompassing Colleague Modules content ongoing.

1.3	Delivery of events	Phase 2 (Leadership Sessions)	☹️	- **Leadership Sessions**:
				 - 63% (60% in June) of 1,083 current participants booked onto Positive Culture - Crucial Conversations, with:
				  - 551 completed Positive Culture - Crucial Conversations
				  - 227 completed Leading Organisational Change
				  - 74 completed Building High Performance Teams
				  - 49 completed Think and Work Differently

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			■	- 32 completed Leading Collaboratively - At 1,083, present programme participant numbers are 183 higher than financial projection of 900. - Attendance rate in July stood at 75% (average 12 per workshop), which is the KPI expectation, but lower than the financial expectation of 16 per workshop. - **RAG status** reflects: - **Cost**: Potential financial impact of commissioning further workshops to accommodate increased participation level and lower attendance than projected per workshop target- estimated at c£160k with potential to rise - not presently budgeted. - *Mitigation: working a plan focused on reducing or eliminating potential financial overspend.*
		Phase 2 (Colleague Sessions)	😐	- **Colleague Sessions:** - First wave of Colleague workshops run for three weeks in July, with 90 attendees from several different departments. - **RAG status** reflects: - **Resources**: Programme needs to recruit additional resources needed to deliver Colleague Sessions programme. - *Response is present work to identify required resources, ensure they can be recruited and recruit within next month.* - **Scope**: Planning needs completing for full launch of Colleague Programme in September. - *Mitigation: planning to focus in August on the full launch of Colleague Sessions programme.*

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		Phase 2
		
		(TJ Lead Programme)
			😐	- **TJ Lead Programme:**
				
				  - Initial wave of 151 candidates recruited, with training either completed of planned for the majority.
				
				  - Additional training planned for Sep and Oct 2019, then further sessions in Q4 2019 to accommodate departments yet to contribute fully required representative number of TJ Leads.
				
				  - TJ Lead Academy scoped and being agreed for launch in Sep 2019.
				
				- **RAG status** reflects:
				
				  - **Scope**: Programme is missing its aim is to recruit and train 200 TJ Leads.
				
				  - *Mitigation: Plan a focused recruitment campaign planned for Sep / Oct 2019 to increase TJ Lead numbers and complete their training*

		Phase 3	☺	- Overall: programme broadly being delivered in line with programme expectations - see individual work stream status below:
			☺	- Recruitment (see comments in summary section above)
			☺	- Talent, Leadership & Learning (see comments in summary section above)

			😐	- Corporate Induction & On-Boarding (see comments in summary section above)
				
				  - **Resource**: lack of internal resources available to progress initiative.
				
				  - *Mitigation: Plan to provide additional consultancy-based support and accept delay in launch until end Nov 2019.*

			☺	- Absence & Wellbeing

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			🟩	- (see comments in summary section above)

1.5	The programme remains within agreed budget		🟧 😐	- Reforecast at start Jul indicates potential £35K overspend, principally to cover full TDP estimated costs and assumed fit-out of second learning and development centre (28-30 The Parade).
				
				 - **RAG status** reflects:
				
				  - **Cost**: Potential overspend noted in Jul reforecast.
				
				  - *Mitigation is working with TDP to potentially reduce supplier expenditure in 2019 and release of contingency money placed against second delivery centre once full fit-out costs are realised. .*

2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		🟩 ☺	- No present concerns.

KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		🟩 ☺	- No significant issues noted at present time.
2. Engagement in programme				

2.1	Programme is engaging workforce	Phase 2	🟧 😐	- RAG status reflects two concerns:
				
				  - Challenges recruiting full complement of TJ Leads
				
				  - Attendance levels at initial Manager Modules, which are only marginally above target level

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			🟧	*- Plans to address the first point are presently on hold, with a pause in TJ Lead recruitment while initial 100 are trained and established.* *- Plan to address second point concerns through analysing reasons for not attending, and addressing behaviour through line manager communications.*
		Phase 3	🙂	- No present concerns.

KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ		🙂	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ		🙂	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement		🙂	- No present concerns.
2.2	Improvement in staff commitment		🙂	- No present concerns.
2.3	Improvement in relationships		🙂	- No present concerns.
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception		🙂	- No present concerns.

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Appendix B: Present Management Engagement Levels in Phase 2 Leadership Sessions

Team Jersey Leadership Sessions Report
All departments booked status summary

Date: 24 July 2019

Report shows number of people who are presently booked to attend or have attended the first TJ Leadership Sessions workshop - crucial conversations.
Total is all managers orginally due to attend less those that have subsequently withdrawn

Department	Total	Booked	% Booked	Not Booked
	1			
CLS	60	58	97%	2
COO	61	52	85%	9
CYPES	203	106	52%	97
GHE	138	87	63%	51
HCS	274	177	65%	97
JHA	156	112	72%	44
Non-Mins	66	32	48%	34
OCE	28	22	79%	6
Other	10	7	70%	3
SPPP	19	14	74%	5
STE	67	41	61%	26
Total	1083	708	63%	374

Team Jersey Leaders Sessions – a way forward

Proposed approach

Created by:	[✂] and [✂]
Version:	2.0
Date issued:	2 September 2019

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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0d	[✂]	25/06/19	
1.1d	[✂]	09/07/19	Updated Section 4 following comments from Ops Board
V1.0	[✂]	21/08/19	Update Background, Section 3 and Appendix A to state present overbooking situation
2.0	[✂]	02/09/19	Updated following stakeholder feedback and scope widened to consider newly appointed people managers and new managers joining GoJ.

Contents

1   Purpose of document

A financial overspend is presently projected for the TJ Programme Phase 2 Leaders Sessions. This document contains the proposed approach to address this situation. In addition, a decision is required on how to manage new leaders joining government and colleagues who are promoted or change roles and begin to manage people.

2   Background

2.1   Financial overspend

The financial overspend results from two present factors:

a) Over-subscription to the programme: the contracted number of managers to attend is 900[1], whereas the actual number is approximately 1,200 and increasing. The financial impact of this is projected as [✂].

b) Fewer managers than planned attending workshops: the contracted number is 16, whereas the actual number is 14 (on average), due to non-bookings, cancellations and no-shows. The financial impact of this is projected as [✂].

(See Appendix A for financial analysis)

3   Addressing over-subscription

3.1   Strategy

Two fundamental options exist to address the situation:

a) **Restrict**: Limit the number of participants to the contracted level, i.e. 900.

b) **Accept**: Increase the number of workshop spaces to accommodate all potential participants, i.e. +300 more spaces created – 19 further sessions.

Recommendation: Accept need to increase the number of workshop spaces, because it's important to provide a consistent development level to all the organisation's managers.

3.2   Tactics

Options for dealing with the consequences of recommended strategy are:

1. **Apply additional funding**: This can come by either increasing the overall programme budget or by re-purposing elements of the existing budget.

2. **Increase spaces per workshop**: From the outset, the target would be 20 delegates per workshop.

---

[1] Presently clarifying whether TDP have increased workshop places to 1,008 within agreed contract budget envelope

Recommendation: Given the subsequent issue of fewer managers than planned attending workshops, the effect of increasing workshop attendance may not be effective. The quality of learning and interaction of participants to the facilitator would suffer.

The recommendation is therefore to fund additional workshop spaces, with a realistic projection being a further 300 needed. Projected funding requirement is [✂] (note that there will be a corresponding decrease in people attending Colleague Programme, and therefore some financial reduction but this is not significant).

4   Addressing lower attendance

4.1   Strategy

Two fundamental options exist to address the situation:

a) **Accept**: assuming that a prime cause for cancellations / no shows relates to present high workloads around the organisation, then achieving 75% of workshop target is understandable (results from no show survey indicates 25% due to high workload and around 33% due to unexpected incident).

The corollary is that increasing the attendance level will increase stress levels around the organisation at a time of unprecedented high change, and thus may result in even lower attendance levels or risk undermining some of the cultural principles advocated by Team Jersey.

b) **Reduce**: take steps to raise the number of people attending workshops to ensure no or minimal financial overspend.

Recommendation: Given need to ensure consistency across the organisation, focus on raising the number of people attending workshops through a combination of measured tactics.

4.2   Tactics

Options for dealing with the consequences of recommended strategy are:

1. Increase pre-booking awareness and notification:

   - General comms messages reminding the 'unseen' cost implications for the organisation of adding more workshops to the programme.

   - Review present booking communications and messages (generated internally and by [✂]) to ensure maximum clarity and effectiveness.

2. Challenge / report people who cancel late or don't attend workshops:

   - Send formal 'warning' communication to individuals who cancel late or don't attend.

   - Create report / notification for sending to DG naming individuals who cancel later or don't attend workshops.

3. Cross-charge departments for new places on Leaders Sessions due to previous late cancellations and no-shows:

    - Create Policy that sets-out process and charges for new place on a leader's sessions due to previous cancellation or not attending workshops (c[✂] per person), agree principle with departments and internal procedures for implementing and managing.

4. Identify the People Managers who only manage 1 or 2 people (estimated to be around 335 people) and sign them up to the Colleague Sessions instead of the Leaders Sessions:

    - This would decrease the number back down to the original amount of 900. These leaders would benefit from the toolkits to be launched later this year and coaching from their own line managers.

    - This would not be as effective a learning or development experience but the managers would at least be involved with the Team Jersey Programme.

Recommendation: Adopt a blend of Options 1, 2 and 3 above. Increase level of pre-booking awareness and notification; continue policy of reporting to DGs the names of individuals who cancel late or don't attend workshops; warn individuals who cancel late or don't attend while also putting a policy in place enabling cross charging for new places.

5   Newly appointed People Managers

Within the contract TDP proposed a number of leaders who would receive access to the Leaders sessions. We have increased the number as highlighted above due to the inaccuracy of the original data and the numbers are continually rising as new people managers are appointed. There are also people managers leaving but the net result is more managers who require a Team Jersey session.

   a) Create an online Leaders Session: this can be offered as part of the corporate induction process and supported by a face to face session with a Team Jersey Lead.

   b) Charge departments who want their people managers to attend the Leaders Sessions in person – This can be run when there is a large enough cohort run a session with TDP whist they are still on island (c[✂] per person).

Recommendation: Adopt a blend of Options 1 and 2 above. For experienced people mangers or those who have already attended the colleague sessions the online learning may be sufficient. For managers new to Government a face to face session may be preferable.

Appendix A: Projected financial impact

[✂]

Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	v1.0
Date issued:	30 September 2019

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Team Jersey Programme
Programme Progress Report

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Board

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– 2 –

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0d	[✂]	27 Sep 2019	Circulated to Ops Board for comment
V1.0	[✂]	30 Sep 2019	Updated following comments from Ops Board

Contents

1   Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on progress and the present status of the TJ programme.

2   Summary position

2.1   Progress with Phase 2

Element	Commentary	Previous Status	Present Status

Phase 2 progress	- **Leader Programme**:
	
	  - 55% (56% in Sep) of current participants booked onto Positive Culture - Crucial Conversations, with:
	
	    - 595 completed Positive Culture - Crucial Conversations
	    - 314 completed Leading Organisational Change
	    - 77 completed Building High Performance Teams
	    - 104 completed Think and Work Differently
	    - 48 completed Leading Collaboratively
	
	  - At 1,220 present participant numbers are 320 higher than contracted programme total of 900.
	
	  - Attendance rate in Sep stood at 75% (average 12 per workshop), which is the KPI expectation, but lower than the contracted target of 16 per workshop.
	
	- **RAG status** reflects:
	
	  - **Cost / Scope**: Potential financial impact of commissioning further workshops to accommodate increased participation level and lower attendance than projected per workshop target - estimated at c£215k with potential to rise - not presently budgeted.
	
	  - *Mitigation: working a plan focused on reducing or eliminating potential financial overspend.*
		☹ (red)	☹ (red)

	- **Colleague Programme:** - Full Colleague Programme Launched in W/C 23 September, with 61 attending during the month.	☺ (amber)	☹ (red)

		Previous	Present

	- Attendance rate in Sep stood at 50% (average 10 per workshop), which is below the KPI expectation of 15 per workshop and below contracted target of 20 per workshop
	
	- **RAG status** reflects:
	
	  - **Cost / Scope**: Potential need to add more workshops to accommodate lower than expected attendance rate.
	
	  - *Mitigation is focus on improving attendance rate.*
	
	  - **Cost**: Unable to source enough TJ Leads to act as co-facilitators.
	
	  - *Mitigation: Accept short-term cost of engaging additional TDP resource to provide co-facilitation and focus on ensuring workshop facilitation skills for existing and new TJ Leads.*
		(amber)	(red)

	- **TJ Lead Programme:**
	
	  - Present number of TJ Leads is 133 (increase of three since last report)
	
	  - Recruitment campaign commenced in September focused on those departments presently underrepresented in programme.
	
	  - Training programme has 59 participants taking part in September and October.
	
	  - TJ Lead Academy under development for a planned launch in November 2019.
	
	- **RAG status** reflects:
	
	  - **Scope**: Programme effectiveness potentially hampered by shortage of trained TJ Leads in some departments.
	
	  - *Mitigation: Meetings taking place with key departments to encourage recruitment Oct 2019 to increase TJ Lead numbers and complete their training.*
		😐	😐

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status

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Recruitment	- Review of system functionality, recruitment, selection and vetting policies and design workforce planning toolkit - complete. - Agreed remaining scope of work for stream with aim to complete in Nov 2019	☺	☺
Talent, Leadership & Learning	- Development of f/w for GoJ Learning Strategy: complete. - Design and development of behaviours plan to complete by end Oct 2019. - Support for Tier 2 leadership forum events: resourcing presently being discussed. - Development of talent strategy: agreed move to 2020 - Support for development of people strategy: provided. - Development of learning intervention for diversity and inclusion: approach under review	☺	☺
Corporate Induction & On-Boarding	- Development of the framework to support the launch of Corporate induction & on-boarding across GoJ - in progress, aim to complete by end Nov 2019	☺	☺
Other	- Create & facilitate taskforce of employers - in progress, due to launch in Oct 2019.	😐	☺

2.3   Progress with recommendations arising from Phase 1 Diagnostic Report

Separate report compiled - for review at October Programme Board.

2.4   Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	- Diagnostic focus groups ongoing to shape learning and development activities, which are due to commence in Oct 2019.	☺	☺
GHE – Regulation Team	- Diagnostic focus groups complete and project moving into learning and development phase during Sep 2019.	☺	☺

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2.5   Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.	☺	☺
Communications	- Communications engaged in supporting programme with tactical activities, with strategy plan developed. - Weekly meeting between Programme and Communications to plan and execute tactical activities within strategy.	☺	☺

Programme management	- Programme management function jointly established between GoJ and TDP.
	- **RAG status** reflects:
	  - **Scope**: TJ Admin resources constraints potentially limiting effectiveness.
	  - *Mitigation is present efforts to increase TJ Admin resources*
		☺	😐

Budget	- Programme budget for remainder of 2019 on target (see summary below). - Presently planning detailed budget for 2020.	😐	☺
Issues and risks	- Issues and risks identified and being managed.	☺	☺

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3 Reports from groups

3.1 Operations Board

The Ops Board has met twice times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2 Design Group

The Design Group has met once since the last report to progress programme design.

3.3 Commercial Group

The Commercial Group has met once since last report, with the following comments made:

- Group reviewed present position of potential overspend due to more participants than planned and lower than required attendance on the Leader Programme.

  - The Group noted that Ops Board has proposed an approach to address the presently unfunded variance, but that any delay in implementing could result in the programme incurring additional unplanned costs.

- Group noted Ops Board plan to cease offering new places on the Leader Programme at end of 2019.

  - Group noted Ops Board discussions on possible options for continuing manager learning and development in 2020, but that any delay in implementing a solution could potentially dissipate overall impact of the Team Jersey programme.

- Further to above point on potentially supporting new managers in 2020, the Group discussed plans to conclude the Leader Programme in mid-June 2020.

  - Group noted Phase 3 initiatives planned to sustain leadership development beyond the TJ programme, but also a need to monitor and measure impact through tracking relevant outcomes.

- Further to above point on sustaining leadership development, Group discussed relationship between Leader Programme and other major organisational initiatives, notably efficiencies and IT transformation.

  - Group suggested TJ Programme effectiveness could be gauged through impact on other major programmes.

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4   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

5   Programme management

A joint 'Project Management Office (PMO) function exists between GoJ and TDP to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

6   Programme budget

Statement shown shows status at start September 2019 (Also see explanatory comments above).

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Full year: budget against forecast				
Expenditure Item	**Budget**	**Forecast**	**Variance (£)**	**Variance (%)**
TDP Contract				
Phase 1	£158,074	£166,398	-£8,324	-5%
Phase 2	£845,375	£661,967	£183,408	22%
Phase 3	£244,113	£450,630	-£206,517	-85%
Expenses	£236,129	£130,261	£105,868	45%
Total:	£1,483,691	£1,409,256	£74,435	5%
Staff	£185,800	£193,182	-£7,382	-4%
Buildings & Equipment	£76,508	£111,333	-£34,825	-46%
Systems and Office	£0	£14,335	-£14,335	0%
Training Delivery	£0	£14,566	-£14,566	0%
Other	£0	£2,679	-£2,679	0%
Total:	**£1,745,999**	**£1,745,351**	£648	0%

Notes:

1. Principal changes from last report:

   a) Agreed reduction in Phase 3 scope for 2019 with TDP – move effort to 2020.

   b) Reduce amount spent to second learning and development centre and actual prices have come through and some expenditure deferred.

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7   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities
11	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.	L	L	M	Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution

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Appendix A: Programme progress and status

KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- See summary above
1.2	Co-design of programme contents		☺	- Agreement on present programme content, with further work encompassing Colleague Modules content and TJ Lead Academy content ongoing.
1.3	Delivery of events	Phase 2 (Leadership Sessions)	☹	- See summary above
		Phase 2 (Colleague Sessions)	☹	- See summary above
		Phase 2 (TJ Lead Programme)	😐	- See summary above
		Phase 3	☺	- Overall: programme broadly being delivered in line with programme expectations - see individual work stream status below.
			☺	- Recruitment (see comments in summary section above)
			☺	- Talent, Leadership & Learning (see comments in summary section above)
			😐	- Corporate Induction & On-Boarding (see comments in summary section above)

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Ref	Success factors	Measure	Present Status	Comment
				- Absence & Wellbeing (see comments in summary section above)
1.5	The programme remains within agreed budget		🙂(amber)	- See summary above.
2. Partner relationship				
2.1	A strong and effective relationship exists between GoJ and TDP		🙂(green)	- No present concerns.

KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		🙂(green)	- No significant issues noted at present time.
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 2	😐(amber)	- RAG status reflects two concerns: - Challenges recruiting full complement of TJ Leads - Attendance levels at initial Manager Modules, which are only marginally above target level - *Plans to address the first point through recruitment and training in Sep and Oct 2019.* - *Plan to address second point by moving to a 'direct booking' process, rather than allowing participants to book themselves.*
		Phase 3	🙂(green)	- No present concerns.

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KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across GoJ	☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ	☺	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement	☺	- No present concerns.
2.2	Improvement in staff commitment	☺	- No present concerns.
2.3	Improvement in relationships	☺	- No present concerns.
3. Improvement in public and partner perception of GoJ performance				
3.1	Public perception	☺	- No present concerns.

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Appendix B: Present Management Engagement Levels in Phase 2 Leadership Sessions

Team Jersey Leadership Sessions Report
All departments booked status summary

Date: 27 September 2019

Report shows number of people who are presently booked to attend or have attended the first TJ Leadership Sessions workshop - crucial conversations.
Total is all managers orginally due to attend less those that have subsequently withdrawn

Department	Total	Booked	% Booked	Not Booked
	2			2
CLS	62	55	89%	6
COO	72	51	71%	20
CYPES	261	100	38%	153
GHE	133	86	65%	47
HCS	323	179	55%	143
JHA	161	112	70%	49
Non-Mins	73	34	47%	39
OCE	30	21	70%	9
Other	8	7	88%	1
SPPP	21	16	76%	5
STE	74	40	54%	34
Total	1220	701	55%	508

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Appendix C: Present TJ Lead recruitment and training status

Team Jersey Report

TJ Leads - All Departments Participant Status

Date: 27 September 2019

Key:
1. Trained: Completed three-day workshop programme
2. In Training: Training started but not yet finished
3. Awaiting Training: Training booked but not yet started
4. Accepted: Approved but yet to agree training dates
5. Waiting List: Applied and approved by manager, but presently in excess of departmental quota requirement
6. Applied: Applied to be a TJ Lead but awaiting manager agreement

Department	Total	Trained	In-Training	Awaiting Training	Accepted	Applied
CLS	17	9	1	7		
COO	8	5	1	1	1	
CYPES	15	9	1	5		
GHE	12	5		6	1	
HCS	38	14	9	8	3	4
JHA	11	3	5	3		
Non-Mins	4	3			1	
OCE	5	1	1	2	1	
SPPP	1	1				
STE	22	13	1	8		
	133	63	19	40	7	4

TEAM JERSEY

Response to Phase 1 Diagnostic Report

Status Update: September 2019

Created by:	[✂]
Version:	V2.0
Date issued:	30 September

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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0d	[✂]	30/08/19	N/A
2.0d	[✂]	30/09/19	Updated initiative list to reflect changing activities and circulated for feedback
v2.0	[✂]	30/09/19	Updated initiative list to reflect changing activities and feedback

Contents

1   Purpose of document

In April 2019, the Team Jersey (TJ) programme completed its Phase 1. The outcome was a report summarising diagnostic findings and recommendations aimed at shaping a positive workplace culture.

The TJ Programme Board has been given responsibility for overseeing the Government's response to these recommendations and reporting on progress to the One Gov Board. A review by the Team Jersey support team and the People Services team identified initiatives, both within the TJ programme and wider organisation, aimed at doing this. This document is an internal report containing those initiatives and providing a status update against each.

2   Progress monitoring and reporting

Each initiative has an internal owner, who is a member of the TJ Programme Board. Their responsibility is overseeing the execution of initiatives and reporting progress back to the Programme Board.

8.1 People systems and processes improvement

Ref	Initiative	GoJ Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Phase 3 consultancy, design and delivery support for four work streams - Recruitment - Talent, Leadership & Learning - Corporate Induction & On-Boarding - Absence & Wellbeing	[✂]	A Bell / [✂]	Dec 2019	Deliver programme	Q1 2020	Three of four workstreams in programme being delivered in line with expectations. Agreement to move Talent, Learning and Leadership back to 2020 due to prioritisation of funding and internal resource constraints.	☺		
Wider GoJ Response										
1	Design and roll out of managers managing programme, a blended learning programme focused on skills development for	[✂] / [✂]		2020	Secure funding for programme	Q1 2020	Initial scoping work has started – funding for the programme and internal resource is required to implement in 2020. This has been included in the Government Plan request.	☺		

	managing people and managing finance								
2	Design and roll out of rising stars talent programme aimed at emerging senior leaders	[✂] / [✂]		2020	Activity to commence	2020	Aligned to TJ Phase 3 Talent, Leadership and Learning and the People Strategy	☺	
3	Development of a Behaviours Framework to underpin our Collective Values (Q3 2019)	[✂] / [✂]	A Bell / [✂]	Q4 2019	Launch new behaviours	Q4 2019	Design work complete and being presented for agreement by SEB in Oct – plan to launch new behaviours in Nov 2019	☺	
4	Development of the People Strategy (Q3 and Q4 2019)	M Grimley / [✂]	A Bell / [✂]	Q4 2019	Deliver new strategy	Q4 2019	Strategy is in progress. Strategy will be in place for January 2020nto align to the Government Plan.	☺	
5	Significant performance improvements within People Hub	I Burns / [✂]		Q4 2019	Peoplehub under line management of CLS from September 2018	Complete	As a result, improvements delivered in performance, stakeholder management, comms and customer service		
					Lean Process Improvements	Q4 2019	Significant process improvements already delivered and continuous improvement projects ongoing	☺	
					Recruitment Steering Group formed to re-	Complete	Several quick wins implemented and a full		

						engineer end to end recruitment process		review of Talentlink system to be undertaken			
						Customer Service Ratings	Q4 2019	Customer Surveys ongoing and results monitored monthly - Improved from 21% in Nov 2018 to average 79% for H1 2019	☺		
						Peoplehub/Payroll TOM Restructure	Q4 2019	Consultation opened 10/09/19 – 09/10/19	☺		
						Working in partnership with People Services to improve policies, procedures and systems	Q4 2019	Regular consultation and stakeholder engagement – high dependency on People Services delivery	☺		
6	Design and implement revised Individual Performance Management approach for 2020	[✂] / [✂]		Q4 2019		Developing revised performance management approach ready for 2020	Q4 2019	Developing revised performance management approach ready for 2020. Due to go the One Gov Board in November 2019.			
7	Creation of a professional development framework within People Services	M Grimley / [✂]		Q4 2019		Complete data review	Q4 2019	TDP support work complete - Framework created, data gathered and used as part of BAU My Conversation, My Goals	☺		
8	My Conversation, My Goals (Jan 2019)	[✂] / [✂]	N/A	N/A		Launch in Q1 2019	N/A	Complete: launched in Q1 2019			
9	Introduction and ongoing support of Bullying and	[✂] / [✂]	N/A	N/A		Launch in Q1 2019	N/A	Complete: launched in Q1 2019			

	Harassment and Whistle Blowing Policies (Ongoing)								

8.2 Improved leadership and management capability

Ref	Initiative	Owner / Lead	TDP Owner/Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	(Launch of the) Team Jersey Leaders programme for all people managers	[✄] / [✄]	A Bell / [✄]	Jun 2020	Engage all managers in programme	Dec 2019	60% of managers engaged in programme – remainder to be scheduled for first workshop between Oct and Dec 2019	☺		
2	Ongoing development sessions with executive leadership team focused on delivering positive workplace culture	M Grimley / [✄]	A Bell / [✄]	Q4 2019	Ongoing support being provided	Q4 2019	Ongoing support being provided	☺		
3	Consultancy support to GOJ in the design and roll out of leadership capability strategy	M Grimley / [✄]	A Bell	Q3 2020	Commence activity	2020	Draft Learning Strategy complete. Leadership Capability Strategy to align to People Strategy from Jan 2020 subject to a prioritisation of funds.	☺		
Wider GoJ Response										

1	Design and roll out of managers managing programme. Blended learning programme - focused on skills development for managing people and managing finance	[✂] / [✂]	A Bell / [✂]	2020	Secure funding to commence initiative	Q4 2019	Awaiting agreement on funding to commence initiative	🙂		1	
2	Design and roll out of rising stars talent programme aimed at emerging senior leaders	[✂] / [✂]		2020	Secure funding to commence initiative	Q4 2019	Awaiting agreement on funding to commence initiative	🙂		2	
3	Development of a Behaviours Framework to underpin the values	[✂] / [✂]	A Bell / [✂]	Q4 2019	Launch new behaviours	Q4 2019	Design work complete and being presented for agreement by SEB in Oct – plan to launch new behaviours in Nov 2019	🙂			
4	Women in Leadership initiative. Focus on recruitment and talent development	K Nutt [✂]		2020	Ongoing activities	2020	Ongoing activities	🙂			

8.3 Senior leaders focus on Team Jersey

Ref	Initiative	GoJ Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Support in the design of Leadership forum events.	A Bell / [✂]	A Bell [✂]	2019	Allocate managers to initiatives	Q3 2019	Developing approach to allocating Tier 2 managers to efficiency initiatives – plan being presented to SLG in Sep 2019	☺		
Wider GoJ Response										
1	Design and roll out of the Leadership Forum – a series of masterclass and development sessions with Tier 2 focused on leading transformational change in 2019 wider focus on tier 3 is 2020	[✂] / [✂]	Andy B / [✂]	2020	Secure funding to continue initiative	Q4 2019	Initial scoping work complete – aiming to secure funding for next step of initiative	☺		
2	Tier 2 leaders to identify and lead on the cross departmental projects / themes.	J Quinn / [✂]	Andy B	2020			In progress			

8.4 Positive culture champions - Team Jersey Leads

| Ref | Initiative | GoJ Owner / Lead | TDP Owner / Lead | Target Complete Date | Next Milestone | | Status Update Against Milestone | | | |
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Recruitment, deployment and ongoing development and support of 200 Team Jersey Leads	[✂] / [✂]	A Bell / [✂]	2021	Recruit additional TJ Leads	Q4 2019	Presently 133 active TJ Leads either trained or being trained. Targeted recruitment under way to attract additional numbers	☺		
2	Launch of the TJL Academy, which has commenced and will be ongoing to 2021	[✂] / [✂]	A Bell / [✂]	2021	Launch TJ Lead Academy	Q4 2019	Academy content being finalised – plan to hold first event in Nov 2019	☺		
Wider GoJ Response										
1	Ongoing briefing with T1/2/3 leaders on how to support TJLs	[✂] / [✂]	A Bell / [✂]	2021		2021		☺		

8.5 All colleague involvement

Ref	Initiative	GoJ Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Launch of the Team Jersey colleague programme for all GoJ colleagues	[✂] / [✂]	A Bell / [✂]	2019			Initial launch in Jul 2019 – full launch in Sep 2019	☺		
2	Toolkits deployed to all departments to support in work team sessions focused on positive culture in our team and our Values our Behaviours	[✂] / [✂]	A Bell / [✂]	2020	Deploy first toolkit	Q4 2019	Toolkits under preparation – initial one launched in Q4 2019, second in Q1 2020	☺		
Wider GoJ Response										
1	My Conversation, My Goals approach to supporting performance and creating positive culture	[✂] / [✂]	N/A	N/A	Launch revised approach in Q1 2020	Q1 2020	Launched as an initial approach in 2019 with revised approach planned for Q1 2020	☺		

| 2 | Introduction and ongoing support of Bullying and Harassment and Whistle Blowing Policies | [✂] / [✂] | N/A | N/A | Launch in Q1 2019 | N/A | Launched in Q1 2019 | | | |
| 3 | Launch of a Wellbeing Strategy | [✂] / [✂] | N/A | N/A | Launch in Q1 2019 | N/A | Launched in Q1 2019 | | | |

8.6 involving politicians

Ref	Initiative	GoJ Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Design and roll out of Team Jersey politicians programme. Aimed at politicians - helping to support a positive culture in GoJ and States Assembly	M Grimley / [✂]	[✂] / [✂]	2020	Design and launch programme	Q4 2019	Initial presentations to politicians presently underway. Sessions to start November 2019	☺		
Wider GoJ Response										
1	Support of SEB regarding the design and deployment of appropriate induction for politicians	[✂]	A Bell / [✂]	2020			To commence in 2020	☺		
2	Support for the Greffier in organising development workshops for States Members	[✂]	A Bell / [✂]	2020			To commence in 2020	☺		

8.7 Engage with employers in the Island

| Ref | Initiative | GoJ Owner / Lead | TDP Owner / Lead | Target Complete Date | Next Milestone | | Status Update Against Milestone | | | |
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Consultancy support to create and facilitate the creation of a taskforce of employers focused on the creation of positive workplace culture in Jersey	M Grimley	A Bell / [✂]	2020	Launch event to take place in Oct 2019 with 50 key leaders invited	Q4 2019	Launch Event 21 October	☺		
Wider GoJ Response										
1	Support of the Women in Leadership network across organisations	K Nutt / [✂]		Ongoing	Ongoing activities	Ongoing	Ongoing activities	☺		
2	Ongoing engagement of CEO and senior leaders attending business events - IOD, Chamber of Commerce etc	[✂] / [✂]	N/A	Ongoing	Ongoing activities	Ongoing	Ongoing activities	☺		

8.8 Cross government engagement

| Ref | Initiative | GoJ Owner / Lead | TDP Owner / Lead | Target Complete Date | Next Milestone | | Status Update Against Milestone | | | |
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Ongoing engagement with Senior Leaders to determine culture change priorities. Specific departments have been identified and work will Commence Q2 2019	[✂]	A Bell / [✂]	2021	Complete engagement with GHE and CYPES	2020	Engaged with GHE and CYPES on special projects supporting specific cultural developments	☺		
Wider GoJ Response										

8.9 Organisational values

Ref	Initiative	Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
Team Jersey Response										
1	Work with Team Jersey Leads to refine the values and define behaviour framework to support the values in action across all departments in GoJ. commence and complete Q2 2019	[✂]	[✂] / [✂]	Q4 2019	Launch new behaviours	Q4 2019	Design work complete and being presented for agreement by SEB in Oct – plan to launch new behaviours in Nov 2019	☺		
Wider GoJ Response										
1	Embedding of the values in all people processes. E.g. Recruitment, performance management, talent management, across the GOJ. Ongoing	M Grimley		Q4 2020	Following values and behaviours launch in Oct 2019, there are several planned activities (shown below)			☺		
					Include Values content in 'My Welcome' induction process.	Nov 2019	Progressing initiative	☺		

Ref	Initiative	Owner / Lead	TDP Owner / Lead	Target Complete Date	Next Milestone		Status Update Against Milestone			
					Description	Complete Date	Present	RAG	Previous	RAG
					Review MCMG content to ensure alignment of process to new values and behaviours	Dec 2019	Progressing initiative	☺		
					Inclusion of values and behaviours in recruitment and selection process	Jun 2020	Progressing initiative	☺		
					As we continue to review and revise our policies and procedures we will ensure that the spirit and language of the agreed values and behaviours is weaved into their content, to aid the positive cultural shift we are aiming for	Q4 2020	Progressing initiative	☺		

TEAM JERSEY

TJ Leader Programme: addressing projected overspend

Proposed approach

Created by:	[✂][✂]
Version:	4.0
Date issued:	9 October 2019

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0d	[✂]	25/06/19	
1.1d	[✂]	09/07/19	Updated Section 4 following comments from Ops Board
V1.0	[✂]	21/08/19	Update Background, Section 3 to state present overbooking situation
2.0	[✂]	02/09/19	Updated following stakeholder feedback and scope widened to consider newly appointed people managers and new managers joining GoJ.
V3.0	[✂]	09/10/19	Re-write following review of situation and determination of approach
V4.0	[✂]	10/10/19	Review and amended following discussion at operations board

Contents

1   Purpose of document

Because of higher than anticipated participant numbers and lower than projected attendance, there are not enough contracted TDP workshops to provide the whole Team Jersey (TJ) Leader Programme. This document sets-out the present situation, considers options to mitigate and recommends an approach to address.

2   Background

2.1   Manager Programme participant numbers

-   The original TDP contract included 700 programme places for manager learning and development, with each participant attending three workshop days. Target participants for each day was 16 people. Two TDP facilitators were to deliver each workshop.

-   Following further analysis of manager numbers, there was an agreed increase to 900 programme spaces in March 2019, divided into 1 x 1-day workshop and 4 x ½-day workshops.

-   This involved a change request to TDP and an agreement that resource would be repurposed from the colleague facilitation budget with a reduction to one TDP facilitator on each colleague session, a reduction to 2 x ½ day colleague sessions and the creation of 2 Team Toolkits to help managers deliver colleague learning session in their team sessions with the support of Team Jersey Leads.

-   Participant numbers subsequently rose as additional people in management positions applied to attend session, increasing the number of leaders to 1,220.

-   The average delegates attending per session is lower than capacity (16 delegates) as shown below

Average attendance rate per session

Leaders Launch/ Crucial Conversations (1-day):	14
Leading Org Change (½-day):	11
Think and Work Differently (½-day):	12
Leading Collaboratively (½-day):	12
Build High Perform Teams (½-day):	16

-   As a result of all points above we have insufficient capacity to meet the demand of 1,220 leaders.

2.2   Potential financial impact (worst scenario)

- To meet the demand of 1,220 leaders at the current average delegates session (13), will cost an additional [✂] (197 sessions)

    - Of this [✂] relates to increase in number of leaders

    - and [✂] relates lower average attendance rates (target 16, actual 13 per session)

3 Options considered to address potential financial impact

a) Increase funding

- Increase the TJ Programme budget for 2020 to cover the projected overspend of [✂].

b) Reduce participant numbers

- Restricting participants to the contracted number of leaders (900) would reduce the overspend to [✂], based on current average attendance rates (13 delegates).

c) Increase average delegates per session

- Increasing average number of delegates per session to 14, this is based on the current average for the leaders launch which has been running longer. This reduces the project overspend to [✂].

- Increasing average number of delegates per session to 16. This reduces the project overspend to [✂].

d) Reduce scope of Leader Programme

- Removing elements of the Leaders Programme could present further cost savings, at an average of [✂]per bitesize based on the current contract of 900 leaders.

e) Repurpose existing budget

- Repurpose colleague session into the leader programme, moving 1,500 places from colleague sessions would provide cost savings of [✂]. This could be achieved for example by delivering sessions in education in a different way, which is a known challenge in the current deployment plan. It would however come at a cost which would need to be determined.

4 Conclusions and recommendations

4.1 Conclusions

- The current contract doesn't deliver the required capacity to meet the organisations needs due to the additional number of leaders.

- A decision is required from the programme board to extend the leader population 1,220. If yes;

    o The programme will deliver all leaders launch sessions at an additional cost of [✂] funded in 2020, this will add an extra 10 weeks to the programme.

- o Thereafter all bitesize sessions will be delivered at an additional cost of [✂].

- A combination of approaches can be used and would have the following financial impact in 2020

Attendance Rate	Number of Leaders	
	1220	900
No Change (avg. 13)	[✂]	[✂]
Increase to an avg. 14	[✂]	[✂]
Increase to an avg. 16	[✂]	[✂]

- On top of this we could repurpose 1,500 colleagues sessions into leaders sessions which would save an additional [✂]subject to alternative costs to deliver.

4.2 Recommendations

a) Agree the number of leaders will increase to 1,220 leaders

b) Mitigate the impact by increasing participation rates to an average of 14 delegates per session thereby reduction the overspend required in 2020 to [✂].

c) Reduce colleague numbers by 1500 e.g. remove teachers from current colleague programme model of delivery would create potentially [✂], to be reallocated to the leader's programme. This would require further analysis and costing to deliver learning and engagement in a different way yet unspecified.

Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	v1.0
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Team Jersey Programme
Programme Progress Report

Monthly update to Programme
Board

v1.0
28 October 2019

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Version	Issued By	Issue Date	Notes / Amendments from Previous Version
v1.0	[✂]	28 Oct 2019	

Contents

Team Jersey Programme
Programme Progress Report

Monthly update to Programme
Board

v1.0
28 October 2019

1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on progress and the present status of the TJ programme.

2 Summary position

2.1 Progress with Phase 2

Element	Commentary	Previous Status	Present Status

Phase 2 progress	- **Leader Programme**:
	
	  - 1,184 managers on database to attend workshops, of which 81% are booked on the first one.
	
	  - 1,250 participants have attended 97 workshops to date:
	
	    - 629 completed Positive Culture - Crucial Conversations
	    - 368 completed Leading Organisational Change
	    - 79 completed Building High Performance Teams
	    - 85 completed Think and Work Differently
	    - 89 completed Leading Collaboratively
	
	  - Attendance rate to date stands at 13 participants, which is above 75% KPI target but below contracted target of 16
	
	  - 75% (average 12 per workshop), which is the KPI expectation, but lower than the contracted target of 16 per workshop.
	
	- **RAG status** reflects:
	
	  - **Cost / Scope**: Programme scope is being expanded to accommodate increased participation level and lower attendance than projected per workshop target - estimated at c£215k with potential to rise - not presently budgeted.
	
	  - *Mitigation: plan agreed to ensure programme remains within agreed scope, with further work planned on addressing financial impact.*
		☹	☹

	- **Colleague Programme:**	☹	☹

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Element	Commentary	Previous Status	Present Status

	- First Wave programme run in July and full Colleague Programme launched in September, with 454 attending to date.
	
	- Attendance rate for September and October stands at 12 per workshop, which is less that KPI expectation of 15 per workshop and below contracted target of 20 per workshop
	
	- **RAG status** reflects:
	
	  - **Cost / Scope**: Potential need to add more workshops to accommodate lower than expected attendance rate.
	
	  - *Mitigation is focus on improving attendance rate.*
	
	  - **Cost**: Unable to source enough TJ Leads to act as co-facilitators.
	
	  - *Mitigation: Accept short-term cost of engaging additional TDP resource to provide co-facilitation and focus on ensuring workshop facilitation skills for existing and new TJ Leads.*
		🟥	🟥

	- **TJ Lead Programme:**
	
	  - Present number of TJ Leads is 136 (increase of three since last report)
	
	  - Recruitment and training programme paused until 2020 while focus placed on determining best approach.
	
	  - Focus for remainder of 2019 is on working with existing TJ Leads.
	
	- **RAG status** reflects:
	
	  - **Scope**: Programme effectiveness potentially hampered by shortage of trained TJ Leads in some departments.
	
	  - *Mitigation: Ongoing meetings with key departments to encourage recruitment.*
		😐	😐

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status

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Recruitment	- Review of system functionality, recruitment, selection and vetting policies and design workforce planning toolkit - complete. - Work continuing in to complete in Nov 2019.	☺	☺
Talent, Leadership & Learning	- Design and development of a set of behaviours aligned to the GoJ values: aiming for completion in W/C 18 Nov 2019. - Support design of Tier 2 Leadership forum events: resourcing and next steps currently being discussed. - Development of GoJ Talent Strategy: completion moved to 2020 dues to budget constraints in 2019. - Consultancy support for the development of the People Strategy: providing support to M Grimley for facilitation and development of People Strategy. - Development of Learning intervention for Diversity & Inclusion: completion moved to 2020 dues to budget constraints in 2019.	☺	☺
Corporate Induction & On-Boarding	- Development of the framework to support the launch of Corporate induction & on-boarding across GoJ: in progress, aim to complete by end Nov 2019	☺	☺
Other	- Create & facilitate taskforce of employers: in progress with event took place on 21 Oct with very positive feedback. Next steps to be agreed.	☺	☺

2.3   Progress with recommendations arising from Phase 1 Diagnostic Report

Separate report compiled – delivered for review at October Programme Board.

2.4   Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	- Diagnostic focus groups ongoing to shape learning and development activities, which are due to commence in Oct 2019.	☺	☺
GHE – Regulation Team	- Diagnostic focus groups complete and project moving into learning and development phase during Sep 2019.	☺	☺

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2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.	☺	☺
Communications	- Communications engaged in supporting programme with tactical activities, with strategy plan developed. - Weekly meeting between Programme and Communications to plan and execute tactical activities within strategy.	☺	☺
Programme management	- Programme management function jointly established between GoJ and TDP. - **RAG status** reflects: - **Scope**: TJ Admin resources constraints potentially limiting effectiveness. - *Mitigation is present efforts to increase TJ Admin resources*	😐	😐
Budget	- Programme budget for remainder of 2019 on target (see summary below). - Presently planning detailed budget for 2020.	☺	☺
Issues and risks	- Issues and risks identified and being managed.	☺	☺

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3   Reports from groups

3.1   Operations Board

The Ops Board has met three times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Design Group

The Design Group has not met since the last report to progress programme design.

3.3   Commercial Group

 The Commercial Group has met once since last report, with the following comments made:

a) **Colleague Programme**: Group noted lower than contracted attendance at initial workshops and potential financial impact if trend continues.

b) **Request to expand special project**: Group noted that CYPES has requested to expand scope of its programme to encompass additional staff attending the learning and development workshops and agreed financial fee with TDP for this.

c) **Leader Programme**: Group noted need for a contract change to reflect any agreed modification to programme – IR and RT to review once decisions taken on planned changes.

4   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

5   Programme management

A joint 'Project Management Office (PMO) function exists between GoJ and TDP to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

6   Programme budget

Statement shown shows status at start October 2019 (Also see explanatory comments above).

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Full year: budget against forecast				
Expenditure Item	**Budget**	**Forecast**	**Variance (£)**	**Variance (%)**
TDP Contract				
Phase 1	£158,074	£166,398	-£8,324	-5%
Phase 2	£845,375	£661,967	£183,408	22%
Phase 3	£244,113	£451,630	-£207,517	-85%
Expenses	£236,129	£121,648	£114,481	48%
Total:	£1,483,691	£1,401,643	£82,047	6%
Staff	£185,800	£188,171	-£2,371	-1%
Buildings & Equipment	£76,508	£113,913	-£37,405	-49%
Systems and Office	£0	£14,155	-£14,155	0%
Workshop provision	£0	£15,517	-£15,517	0%
Other	£0	£0	£0	0%
Total:	**£1,745,999**	**£1,733,399**	£12,600	1%

Notes:

1. Principal changes from last report:

   a) Generally lower than forecast expenditure in September.

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7 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities
11	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.	L	L	M	Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution

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Appendix A: Programme progress and status

KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		😊	- See summary above
1.2	Co-design of programme contents		😊	- Agreement on present programme content, with further work encompassing Colleague Modules content and TJ Lead Academy content ongoing.
1.3	Delivery of events	Phase 2 (Leadership Sessions)	☹️	- See summary above
		Phase 2 (Colleague Sessions)	☹️	- See summary above
		Phase 2 (TJ Lead Programme)	😐	- See summary above
		Phase 3	😊	- Overall: programme broadly being delivered in line with programme expectations - see individual work stream status below.
			😊	- Recruitment (see comments in summary section above)
			😊	- Talent, Leadership & Learning (see comments in summary section above)
			😊	- Corporate Induction & On-Boarding (see comments in summary section above)

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				- Absence & Wellbeing (see comments in summary section above)
1.5	The programme remains within agreed budget		☺	- See summary above.
2. Partner relationship				
2.1	A strong and effective relationship exists between GoJ and TDP		☺	- No present concerns.

KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		☺	- No significant issues noted at present time.
2. Engagement in programme				

2.1	Programme is engaging workforce	Phase 2	😐	- RAG status reflects two concerns:
				
				  - Challenges recruiting full complement of TJ Leads
				
				  - Attendance levels at initial Manager Modules, which are only marginally above target level
				
				- *Plans to address the first point through recruitment and training in Sep and Oct 2019.*
				
				- *Plan to address second point by moving to a 'direct booking' process, rather than allowing participants to book themselves.*

		Phase 3	☺	- No present concerns.

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KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across GoJ	☺	- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ	☺	- No present concerns.
2. Engagement in programme				
2.1	Increased staff engagement	☺	- No present concerns.
2.2	Improvement in staff commitment	☺	- No present concerns.
2.3	Improvement in relationships	☺	- No present concerns.
3. Improvement in public and partner perception of GoJ performance				
3.1	Public perception	☺	- No present concerns.

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Appendix B: Present Management Engagement Levels in Phase 2 Leadership Sessions

Team Jersey Leadership Sessions Report
All departments booked status summary

Date: 28 October 2019

Report shows number of people who are presently booked to attend or have attended the
Leadership Sessions workshop - crucial conversations.
Total is all managers orginally due to attend less those that have subsequently withdrawn

Department	Total	Booked	% Booked	Not Booked
	2	1	50%	1
CLS	61	58	95%	3
COO	69	61	88%	7
CYPES	256	200	78%	53
GHE	128	121	95%	7
HCS	317	282	89%	34
JHA	154	145	94%	9
Non-Mins	68	60	88%	8
OCE	29	26	90%	3
Other	8	7	88%	1
SPPP	20	20	100%	
STE	72	65	90%	7
Total	1184	1046	81%	133

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Appendix C: Present TJ Lead recruitment and training status

Team Jersey Report

TJ Leads - All Departments Participant Status

Date: 28 October 2019

Key:
1. Trained: Completed three-day workshop programme
2. In Training: Training started but not yet finished
3. Awaiting Training: Training booked but not yet started
4. Accepted: Approved but yet to agree training dates
5. Waiting List: Applied and approved by manager, but presently in excess of departmental quota requirement
6. Applied: Applied to be a TJ Lead but awaiting manager agreement

Department	Total	Trained	In-Training	Awaiting Training	Accepted	Applied
	1			1		
CLS	17	14	3			
COO	9	5	2		1	1
CYPES	15	14				1
GHE	12	10	2			
HCS	39	23	8		5	3
JHA	12	5	6		1	
Non-Mins	4	3			1	
OCE	5	1	2		2	
SPPP	1	1				
STE	22	19	2		1	
	137	95	25	1	11	5

Team Jersey Programme Update for CSB

[✂] and Andy Bell

29 October 2019

Leadership Development Sessions

Current status:

The programme commenced on 5th March

To date 629 managers attended day 1 launch event – Crucial conversations

Average attendance 14 - spaces for 16 invite 20

Feedback very positive

Changed process to allocation of places

Evaluation Scores and Feedback

90% of delegates would recommend the session to colleagues

Leaders Launch	17-Oct
Content is Clear and Easy to Follow	4.4
Trainers Knowledge & Engagement	4.7
Quality of Materials	4.5
Venue	4.6
Recommend to Others	4.4
Average	4.5

Really excellent facilitation and content

Enjoyed the tone and set up of the course. Enjoyable and useful

Enjoyed working with people from different areas

The afternoon felt more targeted and gave useful food for thought.

TEAM JERSEY

Leadership Development session attendance figures

Leadership Session - number of leaders attended and booked as at 25/10/19

Department	Total	Booked	Attended day 1	% Attended	% Booked	Not Booked
	2	1			50%	1
CLS	61	58	54	89%	95%	3
COO	69	61	46	67%	88%	7
CYPES	257	194	102	40%	75%	58
GHE	128	120	85	66%	94%	8
HCS	317	282	152	48%	89%	34
JHA	154	144	108	70%	94%	10
Non-Mins	68	57	31	46%	84%	11
OCE	29	26	20	69%	90%	3
Other	8	7	7	88%	88%	1
SPPP	20	20	15	75%	100%	
STE	72	64	44	61%	89%	8
Total	1185	1034	664		80%	144

Colleague sessions

Current status:

The programme commenced on July 2019

As at 22/10 - 454 colleagues have attended ½ day launch event – My crucial conversations

Average attendance low at 12 - space for 20 but seeing an increase as time progresses

Feedback positive

Resistance from some staff

Need to identify how to deliver to hard to reach group

Evaluation Scores and Feedback

Colleagues Crucial Conversations	15-Oct	16-Oct	17-Oct
Content is Clear and Easy to Follow	4.3	4.3	4.3
Trainers Knowledge & Engagement	4.3	4.4	4.4
Quality of Materials	4.2	4.3	4.1
Venue	4.0	4.1	4.2
Recommend to Others	3.8	3.9	3.8
Average	4.1	4.2	4.2

I enjoyed it

Great Trainers inspiring

The course is well structured and well presented

Helps you to think through things

Good course content but people needed to know what it was before attending as they are sceptical

TEAM JERSEY

Team Jersey Leads

Numbers

- Our aim is to recruit to 200 TJLs
- 95 TJLs have completed their full 3 days of training
- 25 TJLs are currently in training and will complete in September and October
- 11 awaiting training and 3 applications awaiting manager approval or are yet to confirm training dates
- A recruitment campaign failed to bring up numbers significantly
- 20 TJL's are supporting delivery of the colleague sessions

Team Jersey Academy

- The Academy is now in place and will provide a greater sense of community, development and support for TJLs
- A Team Jersey lead event planned for December.

Distribution of Team Jersey leads

Department	Trained	In-training	Accepted	Applied	Total Leads	Department Target
CLS	14	3			17	8
COO	5	2	1	1	9	8
CYPES	14			1	15	66
GHE	10	2			12	18
HCS	23	8	5	3	39	68
JHA	5	6	1		12	22
Non-Mins	3		1		4	0
OCE	1	2	2		5	1
SPPP	1				1	2
STE	19	2	1		22	7
Total	95	25	11	5	136	200

Current programme issues

Issue	Impact	Mitigation
Leadership programme • Board increased capacity of programme from 700 to 1200 managers to ensure all managers can attend • Impact of low attendance • How do we handle new starters with out impacting on numbers	• Extension of leadership programme by 197 sessions • Cost implication £230K • Ongoing issues of new starters/ promoted employees	• Increase attendance average through early booking • Consider changes to colleagues delivery (CYPES) • Finalise list with departments/ no additions • Departments pay for new starters/promoted employees to attend • Develop on line modules
Colleague programme • Low attendance / improving • Some staff trying to opt out • Lack of colleague awareness of programme • Difficulties around some groups shift patterns allowing release	• Increase cost of programme • Unable to accommodate all colleagues	• Departments support to raise attendance • Respond to feedback • Consider different delivery for hard to reach groups • Work with unions

Current programme issues

Issue	Impact	Mitigation
Team Jersey Leads • Low percentage of TJ Leads in some departments • Drop outs for TJL due to capacity • Limited take up for Colleagues co-facilitated programme delivery • Skill levels of Leads variable/delivering in often challenging circumstances	• Cancelation of TJ training • Increased cost of delivery of colleague programme • Low numbers of TJ leads could lead to reduced impact of programme at a department level	• Establishing TJ leads as community • Provide more support to existing leads • Delay training to next year • Focus the co-facilitation delivery team of Team Jersey Leads • Create in house co facilitation team

Call to action..

Establish a TJ Executive lead group made up of Department representatives:

Aim of the group:

- Work with the Team Jersey delivery team to inform engagement plans to promote Team Jersey activity and embed learning from the programme in their department.

- Support department Team Jersey leads, meeting with them regularly to build engagement and delivery removing barriers and provide support to ensure their success.

- Support the Team Jersey delivery team in monitoring and driving up attendance at programme activities.

- Feedback issues to the Operations Board and support the development of appropriate delivery programmes to ensure we reach all hard to reach groups and all employees have access to this learning opportunity.

- Meet monthly

Will require admin support from the departments

Team Jersey Programme approach and budget

Review of options for 2020 and 2021

Created by:	[✂]
Version:	v1.0
Date issued:	25 November 2019

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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
1.0d	[✂]	22/11/19	N/A
V1.1	[✂]	25/11/19	Updated with comments received

Contents

1   Purpose of document

The present TDP contract for delivering the Team Jersey (TJ) Programme provides workshop spaces for 900 managers and 6,000 colleagues. Due to a higher than projected number of managers needing to attend the workshops and a lower than projected number of attendees per workshop, the present contract requires amending to restate the programme deliverables for 2020 and 2021 and potentially the associated budget.

This document explains this situation, proposes options to address and submits a TJ Ops Board recommendation on preferred option. It's presented to TJ Programme Board for review and decision, following which the process of contract amend can take place.

2   Executive summary

2.1   Situation analysis

- The present TJ Leader Programme requires expanding from 900 to 1,200 participants – as agreed by Programme Board – and needs measures taken to address the present lower than contracted workshop participation rate.

- The projected cost of funding expansion and achieving a workshop attendance target of 14 participants is [✂] – the TJ Ops Board propose several options to address this, along with any potential increase in supporting operational costs.

- The Programme Board are requested to consider and decide the preferred option, thus allowing a contract amend to be agreed with TDP.

2.2   Proposed general change to workshop space allocation approach

- To minimise potential spend on an expanded programme, the Ops Board propose changing workshop allocation from rebooking managers and colleagues who miss their space to offering a space once, which if missed does not get reallocated within the established TJ Programme.

- The Programme Board are requested to consider and agree this policy change.

2.3   Leader Programme funding deficit: options to address

- The Ops Board propose four options to address present situation, and recommends Option C:

Option	Proposal	Cost
A	Increase workshop participant spaces to 1,200 for the 1 x 1-day workshop (launch event) but only allocate 900 spaces for the remaining 4 x ½-day workshops.	[✂]
B	Increase workshop participant spaces to 1,200 for all workshops and fully deliver programme in 2020.	[✂]
C	Increase workshop participant spaces to 1,200 for all workshops and deliver 1 x 1-day workshops and 2 x ½-day workshops in 2020, and the remaining 2 x ½-day workshops in 2021.	[✂]
D	Remain within existing budget by delivering 1,200 spaces for the 1 x 1-day workshop (launch event) and 450 spaces for the remaining 4 x ½-day workshops.	[✂]

- The Programme Board are requested to consider and agree either the recommended option or alternative.

2.4   Colleague Programme: change to deliverables

- Due to lower than projected average workshop attendance, the Colleague Programme has accrued a potential funding deficit of [✂]. To address, the Ops Board propose lower the number of attendees from 6,000 to 5,000.

- The Programme Board are requested to consider and agree this policy change.

3   Situation analysis

3.1   Previous changes in contractual position

The original TDP contract delivered a Leader Programme with workshop spaces for 700 managers (3 x 1-day) and a Colleague Programme for 6,000 staff (2 x 1-day). Following a review in March 2019, deliverables were changed to encompass 900 managers (1 x 1-day workshop and 4 x ½-day workshops) and 6,000 colleagues (2 x ½-day workshops). The Colleague Programme also features 2 x 'toolkit'-based manager led workshops for each colleague.

3.2   Attendance targets

The originally established KPI target for workshop attendance was 75%, i.e. that the programme expects to accommodate a 'no-show' rate of 25%. In April 2019, Programme Board agreed to a participation protocol that established it was 'mandatory' for all managers and colleagues to attend the workshops, with places presently being created for all participants, including those who miss their allocated place.

3.3   Changes in Leader Programme numbers

Since Leader Programme launch, the manager number has risen from 900 to c1,200. The cause has been original data inadequacies, the need to encompass other management-related staff on the programme, new managers being recruited or promoted.

Furthermore, average workshop attendance has been consistently at 14 participants rather than the 16 projected. The cumulative impact of this is shortfall in contracted workshop spaces required to complete the Leader Programme. As of 20 November 2019, the Leader Programme has provided 1,840 workshop spaces which have been filled by 1,389 participants.

3.4   Programme Board agreement to expand programme

The TJ Programme Board reviewed the situation with Leader Programme numbers on 28 October 2019 and agreed the following:

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.*

3.5   Financial impact of expanding programme

The increased workshop spaced agreed by Programme Board will require an expansion of the TDP contract to accommodate. The estimated cost of this expansions is shown below:

Cost to deliver increased programme:	[✂]
Funds left on present TDP contract:	[✂]
Additional funding required:	[✂]

The assumptions relating to these numbers, which exclude associated travel or operational expenses, are shown in Appendix A.

3.6   Options considered to cover additional funding requirements

One option was reducing the Colleague Programme scope and repurposing funds. A review indicates that this programme is potentially already under-funded, however, due to lower than projected workshop attendance (see Appendix A) and requires a scope adjustment in 2020/21 to address – see Section 6 below for proposal.

Another option was repurposing funds from the programme's internal operational budget (staffing, premises, systems, etc.), but a review indicates no scope for this during 2020.

3.7   Contract amend requirements

Accommodating any changes to the Leader Programme requires a formal contract amend, which will permit TDP to change their workshop 2020/21 delivery plan. The process for this is:

a) Programme Board approve option to address

b) Commercial Group review and advise best approach to re-contracting

c) Create contract amend documentation

d) Sign-off between GoJ and TDP

4   Proposed general change to workshop space allocation approach

The contracted position is that TDP provides a fixed number of workshop spaces, 16 for each Leader Programme workshop and 20 for each Colleague Programme workshop. GoJ is charged for each space, whether there is an attendee or not.

This contributes to the situation described above in 3.2, with the present approach being to provide additional workshop spaces to accommodate non-attendees and thus incurring additional expenditure.

In view of this, the proposed new approach to workshop space allocation is:

a) The TJ Programme will provide enough workshops spaces for the agreed number of managers and staff due to attend programme.

b) The TJ Admin team will make every effort to fill those spaces.

c) Non-attendees for one workshop will no longer be automatically allocated another space, unless one is available with the contracted number.

d) Consideration will be given to creating workshop spaces for those missing out on workshops due to this approach, but within a supplementary programme funded additionally to the contracted core TJ Programme.

This is the approach used when costing all the options to address shown in the following Section 6.

5 Leader Programme funding deficit: options to address

After review, the TJ Ops Board have narrowed options for funding the deficit to the following scenarios, which include an estimated financial impact (see Appendix B for more information):

Option A:	Increase workshop participant spaces to 1,200 for the 1 x 1-day workshop (launch event) but only allocate 900 spaces for the remaining 4 x ½-day workshops.		
Financial impact:	**2020**	**2021**	**Total**
Contract with TDP:	[✂]	[✂]	[✂]
Operational costs:	[✂]	[✂]	[✂]
Total:	[✂]	[✂]	[✂]

Pros: - Avoids additional operational costs

        - Completes programme broadly in line with original timeline plan

Cons: - Open to external challenge of overspend

        - Insufficient bitesize workshops available to accommodate all managers

        - Diminishes effectiveness and overall impact of programme.

Option B:	Increase workshop participant spaces to 1,200 for all workshops and fully deliver programme in 2020.		
Financial impact:	**2020**	**2021**	**Total**
Contract with TDP:	[✂]	[✂]	[✂]
Operational costs:	[✂]	[✂]	[✂]
Total:	[✂]	[✂]	[✂]

Pros: - Provides necessary spaces for all managers in all workshops

        - Ensures full programme effectiveness and impact

        - Extends Leader programme while TOM activity is still ongoing

Cons: - Open to external challenge of overspend

        - Requires an increase in Government Plan expenditure during 2020

        - Requires a third learning centre in 2020 to permit Leader Programme to run after July

Option C: Increase workshop participant spaces to 1,200 for all workshops and deliver 1 x 1-day workshops and 2 x ½-day workshops in 2020, and the remaining 2 x ½-day workshops in 2021.

Financial impact:

	2020	2021	Total
Contract with TDP:	[✂]	[✂]	[✂]
Operational costs:	[✂]	[✂]	[✂]
Total:	[✂]	[✂]	[✂]

Pros:
- Provides necessary spaces for all managers in all workshops
- Ensures full programme effectiveness and impact
- Extends Leader programme while TOM activity is still ongoing
- Defers increase in Government Plan expenditure until 2021

Cons:
- Open to external challenge of overspend and timeline overrun
- Involves a pause in programme during second half of 2020.
- Requires extended operational effort and associated expenditure

Option D: Remain within existing budget by delivering 1,200 spaces for the 1 x 1-day workshop (launch event) and 450 spaces for the remaining 4 x ½-day workshops.

Financial impact:

	2020	2021	Total
Contract with TDP:	[✂]	[✂]	[✂]
Operational costs:	[✂]	[✂]	[✂]
Total:	[✂]	[✂]	[✂]

Pros:
- Avoids additional operational costs
- Completes programme broadly in line with original timeline plan

Cons:
- Greatly diminishes effectiveness and overall impact of programme
- Open to internal challenge of failing to deliver intended plan

6   Colleague Programme: change to deliverables

Appendix A shows that due to lower than projected average workshop attendance, the Colleague Programme has accrued a potential funding deficit of [✂]. To address, the proposed approach is:

a) Lower the number of attendees from 6,000 to 5,000, noting that this is a more likely required number given the nature of some work groups and patterns – teachers for example – and it being unlikely they can attend off-site standard workshops.

b) Adopt the approach to workshop allocation set-out in Section 4 above, and fix the number of participant workshop spaces at 20.

7   Ops Board recommendation

Based on its analysis of the situation, the Ops Board recommends the Programme Board:

a) Agrees to the proposed general change to workshop space allocation approach set out in Section 4.

b) Accepts Option C set out in Section 5 as the approach to address the Leader Programme situation.

c) Agrees the proposed change to Colleague Programme deliverables set out in Section 6.

Appendix A: The re-contracted financial impact of undertaking the agreed Programme Board approach

[✂]

Appendix B: Estimated financial impact of proposed Leader Programme options

Option A: Increase workshop participant spaces to 1,200 for the 1 x 1-day workshop (launch event) but only allocate 900 spaces for the remaining 4 x ½-day workshops.

	2020	2021	Total
Contract with TDP	[✄]	[✄]	[✄]
Travel expenses	[✄]	[✄]	[✄]
Internal staff	[✄]	[✄]	[✄]
Buildings and facilities	[✄]	[✄]	[✄]
Systems and IT	[✄]	[✄]	[✄]
L&D facilities	[✄]	[✄]	[✄]
Programme promotion	[✄]	[✄]	[✄]
Total:	[✄]	[✄]	[✄]

Inputs and assumptions

1. 16 x attendee spaces per workshop

2. Assume that all operational expenditure met within existing programme budget

Option B: Increase workshop participant spaces to 1,200 for all workshops and fully deliver programme in 2020.

	2020	2021	Total
Contract with TDP	[✄]	[✄]	[✄]
Travel expenses	[✄]	[✄]	[✄]
Internal staff	[✄]	[✄]	[✄]
Buildings and facilities	[✄]	[✄]	[✄]
Systems and IT	[✄]	[✄]	[✄]
L&D facilities	[✄]	[✄]	[✄]
Programme promotion	[✄]	[✄]	[✄]
Total:	[✄]	[✄]	[✄]

Inputs and assumptions
1. 16 x attendee spaces per workshop

2. Increase of travel expenses covers facilitators needed to deliver additional workshops

3. Increase in buildings and facilities covers additional learning centre needed to permit deliver of Colleague Programme in two existing venues – assumption is that the cost of this will be equal to that paid for the floor in 28-30 The Parade.

Option C: Increase workshop participant spaces to 1,200 for all workshops and deliver all 1 x 1-day workshops and 2 x ½-day workshops in 2020, and the remaining 2 x ½-day workshops in 2021.

	2020	2021	Total
Contract with TDP	[✂]	[✂]	[✂]
Travel expenses	[✂]	[✂]	[✂]
Internal staff	[✂]	[✂]	[✂]
Buildings and facilities	[✂]	[✂]	[✂]
Systems and IT	[✂]	[✂]	[✂]
L&D facilities	[✂]	[✂]	[✂]
Programme promotion	[✂]	[✂]	[✂]
Total:	[✂]	[✂]	[✂]

Inputs and assumptions

1. 16 x attendee spaces per workshop

2. Small increase required in 2020 to fully accommodate 1,200 x 2 x 1/2-day workshops

3. Assume both Leader and Colleague programmes extend for a further three months, thus permitting delivery in two L&D centres

4. Contract with TDP includes costs of additional workshops and extending programme management costs

5. Increase in all operational expenditure categories required to accommodate extending programme for an additional three months – assumption that same resource level required to deliver two programmes

Team Jersey Programme

Programme Progress Report

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Programme Progress Report

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1.0d
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History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
v1.0	[✂]	25 Nov 2019	

Contents

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Programme Progress Report

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Board

1.0d
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1 Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on progress and the present status of the TJ programme.

2 Summary position

2.1 Progress with Phase 2

Element	Commentary	Previous Status	Present Status
Phase 2 progress	- **Leader Programme**: 　- 1,888 workshop places delivered to date, filled by 1,397 manager attendees. 　- This marginally below programme KPI target of 75%, but 491 below contracted target of 16 attendees per workshop. - **RAG status** reflects: 　- **Cost / Scope**: Programme scope needs expanding to accommodate increasing participant numbers from 1,200 from 900 and covering lower than contracted attendance levels of 14 rather than 16 – impact likely to be increased budget and lengthened programme. 　- *Mitigation: Ops Board focused on planning and gaining agreement for revised deliverable needed to cover scope change.* 　- **Scope**: Average workshop attendance has dropped to eight in November – below contracted of 16 and KPI level of 12. 　- *Mitigation: TJ Admin focused on reviewing communication and invite process and enhanced notification process.*	🙁	😐
	- **Colleague Programme:** 　- 1,080 workshop spaces delivered to date, filled by 711 colleague attendees. 　- This represents an attendance rate of 66%, which is below programme target of 75% and 369 below contracted target of 20 attendees per workshop. - **RAG status** reflects:	🙁	😐

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		Previous	Present
	- **Cost / Scope**: Programme will need expanding or modifying to address present attendance shortfall, with potential budget or scope increases needed to accommodate. - *Mitigation: Ops Board is presently focused on improving attendance rate through both direct communications with potential participants and their managers and considering alternative delivery options with departments.* - **Cost**: Unable to source enough TJ Leads to act as co-facilitators. - *Mitigation: Accept short-term cost of engaging additional TDP resource to provide co-facilitation and focus on ensuring workshop facilitation skills for existing and new TJ Leads.*	🔴 (red)	🟠 (amber)

	- **TJ Lead Programme:**
	  - Present number of TJ Leads is 134 (decrease of two since last report)
	  - Recruitment and training programme paused until 2020 while focus placed on determining best approach.
	  - Focus for remainder of 2019 is on working with existing TJ Leads.
	- **RAG status** reflects:
	  - **Scope**: Programme effectiveness potentially hampered by shortage of trained TJ Leads in some departments.
	  - *Mitigation: Ongoing meetings with key departments to encourage recruitment.*
		😐 (amber)	😐 (amber)

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Recruitment	- Initiative now complete.	🙂 (green)	🙂 (green)

Talent, Leadership & Learning	- Develop of GoJ learning strategy framework complete. - Design and development of a set of behaviours aligned to the GoJ values complete. - Support design of Tier 2 Leadership forum events presently being discussed - Development of GoJ Talent Strategy: completion moved to 2020 dues to budget constraints in 2019. - Consultancy support for the development of the People Strategy: providing support ongoing with drafting underway - Development of Learning intervention for Diversity & Inclusion: completion moved to 2020 dues to budget constraints in 2019.	☺	☺
Corporate Induction & On-Boarding	- Development of the framework to support the launch of Corporate induction & on-boarding across GoJ: in progress, now likely to complete in Jan 2020 rather than Nov 2019	☺	☺
Other	- Create & facilitate taskforce of employers ongoing with second event planned for 25 Nov 2019.	☺	☺

2.3   Progress with recommendations arising from Phase 1 Diagnostic Report

Separate report compiled – delivered for review at October Programme Board.

2.4   Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	- Diagnostic focus groups ongoing to shape learning and development activities and making progress.	☺	☺
GHE – Regulation Team	- Diagnostic focus groups complete and project moving into learning and development phase – good progress being made.	☺	☺

2.5   Progress with Programme functions

Element	Commentary	Previous Status	Present Status

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Governance	- Control, design and governance groups are operating satisfactorily.	☺	☺
Communications	- Communications engaged in supporting programme with tactical activities, with strategy plan developed. - Weekly meeting between Programme and Communications to plan and execute tactical activities within strategy.	☺	☺

Programme management	- Programme management function jointly established between GoJ and TDP.
	- **RAG status** reflects:
	  - **Scope**: TJ Admin resources constraints potentially limiting effectiveness.
	  - *Mitigation is present efforts to increase TJ Admin resources*
		😐	😐

Budget	- Programme budget for remainder of 2019 on target (see summary below). - Presently planning detailed budget for 2020.	☺	☺
Issues and risks	- Issues and risks identified and being managed.	☺	☺

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3   Reports from groups

3.1   Operations Board

The Ops Board has met twice since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Design Group

The Design Group has not met since the last report to progress programme design.

3.3   Commercial Group

The Commercial Group has met once since last report, with no specific comments for Programme Board.

4   Programme communications

Communication activity remains focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

5   Programme management

A joint 'Project Management Office (PMO) function exists between GoJ and TDP to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

6   Programme budget

Statement shown shows status at end October 2019 (Also see explanatory comments above).

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Full year: budget against forecast				
Expenditure Item	Budget	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 1	£158,074	£166,398	-£8,324	-5%
Phase 2	£845,375	£684,017	£161,358	19%
Phase 3	£244,113	£448,705	-£204,592	-84%
Expenses	£236,129	£107,420	£128,709	55%
Total:	£1,483,691	£1,406,540	£77,150	5%
Staff	£185,800	£186,773	-£973	-1%
Buildings & Equipment	£76,508	£115,270	-£38,762	-51%
Systems and Office	£0	£12,023	-£12,023	0%
Workshop provision	£0	£17,532	-£17,532	0%
Other	£0	£0	£0	0%
Total:	**£1,745,999**	**£1,738,138**	£7,861	0%

Notes:

1. Principal changes from last report:

    a) None to note.

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7 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
111	Failure engage internal stakeholders	M	H	H	Develop stakeholder engagement plan and execute
112	Demand from other initiatives drawing down on available TDP resources.	M	M	M	Monitor demand and focus on priorities
11	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.	L	L	M	Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution

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Appendix A: Programme progress and status

KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		☺	- See summary above
1.2	Co-design of programme contents		☺	- Agreement on present programme content, with further work encompassing Colleague Modules content and TJ Lead Academy content ongoing.
1.3	Delivery of events	Phase 2 (Leadership Sessions)	😐	- See summary above
		Phase 2 (Colleague Sessions)	😐	- See summary above
		Phase 2 (TJ Lead Programme)	😐	- See summary above
		Phase 3	☺	- Overall: programme broadly being delivered in line with programme expectations - see individual work stream status below.
			☺	- Recruitment (see comments in summary section above)
			☺	- Talent, Leadership & Learning (see comments in summary section above)
			☺	- Corporate Induction & On-Boarding (see comments in summary section above)

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				- Absence & Wellbeing (see comments in summary section above)
1.5	The programme remains within agreed budget		☺	- See summary above.
2. Partner relationship				
2.1	A strong and effective relationship exists between GoJ and TDP		☺	- No present concerns.

KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		☺	- No significant issues noted at present time.
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 2	☺ (neutral)	- RAG status reflects two concerns: - Challenges recruiting full complement of TJ Leads - Need to expand Leader Programme to accommodate increase participant levels. - Present workshop attendance levels on Leader Programme and Colleague Programme which are below contract targets - *See summary for mitigation plans.*
		Phase 3	☺	- No present concerns.

KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				

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1.1	Use of culture tools across GoJ		- No present concerns.
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ		- No present concerns.
2. Engagement in programme			
2.1	Increased staff engagement		- No present concerns.
2.2	Improvement in staff commitment		- No present concerns.
2.3	Improvement in relationships		- No present concerns.
3. Improvement in public and partner perception of GoJ performance			
3.1	Public perception		- No present concerns.

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Appendix B: Present Management Engagement Levels in Phase 2 Leadership Sessions

Team Jersey Leadership Sessions Report
All departments booked status summary

Date: 25 November 2019

Report shows number of people who are presently booked to attend or have attended the first TJ Leadership Sessions workshop - crucial conversations.
Total is all managers orginally due to attend less those that have subsequently withdrawn

Department	Total	Booked	% Booked	Not Booked
CLS	59	56	95%	3
COO	65	59	91%	6
CYPES	259	173	67%	86
GHE	131	112	85%	19
HCS	314	243	77%	71
JHA	154	135	88%	19
Non-Mins	68	55	81%	13
OCE	28	24	86%	4
Other	8	7	88%	1
SPPP	21	20	95%	1
STE	65	56	86%	9
Total	1172	940	72%	232

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Appendix C: Present TJ Lead recruitment and training status

Last updated: 14 November 2019

Department	Target Leads	Trained Leads	Leads in Training	Leads Required
CLS	8	17	2	-11
COO	8	9	1	-2
CYPES	66	15	0	51
GHE	18	12	0	6
HCS	68	36	4	28
JHA	22	12	4	6
Non-Mins	0	3	0	-3
OCE	1	1	2	-2
SPPP	2	1	0	1
STE	7	19	0	-12
Total:	**200**	**125**	**13**	**62**

Team Jersey Status Report

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1.0	[✂]	30/11/18	

Contents

1   Purpose of document

This is a monthly report from the Team Jersey (TJ) Operations Board on the present status of the TJ programme.

2   Summary position

Element	Commentary	Status
Groups	Control, design and governance group are formed and operating.	☺
Phase 1, 2 and 3 progress	Progress made during the last month includes 21 events and 36 interviews held. More than 80 other events and interview planned for next two months. Diagnostic progress being made on Phase 3 people, systems and processes.	☺
Communications	No issues to report.	☺
Programme management	Work to create and strengthen programme management function ongoing.	☺
Budget	Expenditure remains with budget.	☺
Risks	Risks identified and being managed.	☺

3   Reports from groups

3.1   Operations Board

The Ops Board has meet four times since the last report to review programme progress, consider and deal with issues arising with any key decisions recorded.

3.2   Commercial Group

The Commercial Group has met once since the last report to review financial and contractual issues arising, with formal comments provided to Programme Board as deemed necessary.
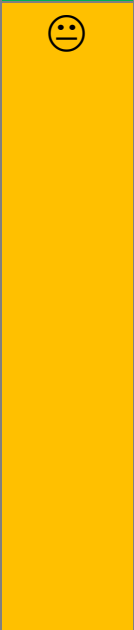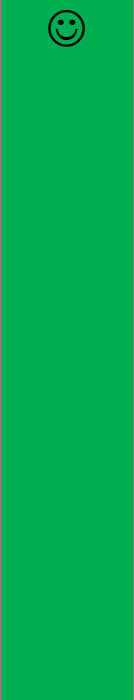
3.3   Design Group

The Design Group has met once since the last report to progress programme design, reporting decisions made to Ops Board.

4   Programme progress and status

Note: KPI categories and measure are shown are draft subject to Programme Board review and endorsement.

4.1   KPI category 1: Contracted relationship

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Delivery of programme management function		😐	- Ongoing work between SoJ and TDP to establish an effective function – further liaison and agreement needed on some aspects of joint and internal deliver - expect to complete in next month
1.2	Co-design of programme contents		🙂	- Remaining materials for Phase 1 on target to complete in December for events planned to take place in Jan 2019 - Design for Phase 2 materials commenced in November with outline concepts agreed – on target to complete by end Apr 2018 - Remaining materials for Phase 3 on target to complete in December

1.3	Delivery of events	Phase 1	🙂	- **Completed events**
				  - 15 x Our Conversations
				  - 1 x Future History event
				- **Planned events**
				  - 10 x Big Conversations arranged for Dec and Jan and invites sent
				  - 25 x Our Conversations arranged for Dec & Jan
				  - 2 x Future History event planned for Jan
				- **Being planned**

			🟩	- 40 x key stakeholder interviews – being planned for Dec and Jan - 4 x External Partner workshops – being planned for Dec - 12 x Citizen Engagement activities – being planned for Jan
		Phase 2	😐	- Current plans in place to deliver contracted leadership and colleague development sessions from May 2019 - 50 x leadership sessions programmes for managers by end March 2021 and 150 x 'At Your Place' programme for all colleagues by end March 2021 - In view of evolving SoJ demands for development support commencing before planned date, discussions underway to modify Phase 2 programme and start earlier – in Feb 2019 - expect to agree any programme structure charges in Dec 2018
		Phase 3	☺	- **Completed events** - 36 x one-to-one interviews with Tier 1 and Tier 2 managers (one more outstanding) - 4 x People Process and People Management Capability Workshops - 3 x People, Process and People Management Capability Workshops with colleagues (one cancelled_ - **Being planned** - Create TJ Lead Training Programme and run for 50 x TJ Leads by end Jun 2019 - Create and run a 5-day programme for manager / train the trainers by end Jun 2019

1.4	Delivery of capability, tools and reports	Phase 1	☺	- Plans to establish a local TDP presences in progress
		Phase 3	😐	- Complete 'People Systems & Processes Review' by end Mar 2019 – TPD need to obtain additional resources in order to complete – options being investigated
1.5	The programme remains within agreed budget		😐	- See Section 7 below for expenditure details - While programme remains within existing budget, further work required on processes to track expenditure
2. Partner relationship				
2.1	A strong and effective relationship exists between SoJ and TDP		☺	- No present concerns

4.2 KPI category 2: Organisational engagement

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Awareness of programme		☺	- No present concerns
2. Engagement in programme				
2.1	Programme is engaging workforce	Phase 1	😐	- Big Conversations: good response to invites - Our Conversation: Limited response from some departments to invites, leading to a number of events being cancelled - TJ team to work with department heads and representatives to understand issues and improve for future events - Our Conversations: Some invitees cancelling at late notice, reducing effectiveness of event - TJ team to work with department heads and

				representatives to understand issues and improve for future events
		Phase 2	☺	- No present concerns
		Phase 3	☺	- No present concerns
2.1	Programme is engaging partners		☺	- No present concerns
2.3	Programme is engaging public		☺	- No present concerns

4.3   KPI category 3: Cultural change

Ref	Success factors	Measure	Present Status	Comment
1. Provision of contracted deliverables				
1.1	Use of culture tools across SOJ		☺	- No present concerns
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across SOJ		☺	- No present concerns
2. Engagement in programme				
2.1	Increased staff engagement		☺	- No present concerns
2.2	Improvement in staff commitment		☺	- No present concerns
2.3	Improvement in relationships		☺	- No present concerns
3. Improvement in public and partner perception of SoJ performance				
3.1	Public perception		☺	- No present concerns

5   Programme communications

Communication activity has focused on generally raising awareness of TJ programme through intranet posts and specifically encouraging participation in TJ events.

6   Programme management

A joint 'Project Management Office (PMO)' function exists between SoJ and TDP meeting weekly to track progress and review issues arising – effective ways of working under discussion. Matters of policy are subsequently referred to Ops Board for clarification and decision.

7   Programme budget

Expenditure category	Year to date			Full year		
	Budget	Actual	Variance	Budget	Actual	Variance
Phase 1	£249,731	£166,488	£83,244	£332,975	£166,488	£166,488
Phase 2	£0	£0	£0	£0	£0	£0
Phase 3	£56,904	£43,497	£13,407	£75,872	£43,497	£32,375
Staff costs	£9,905	£9,128	£777	£18,015	£9,128	£8,887
Other	£39,220	£2,281	£36,939	£49,170	£2,281	£46,889
Total	£355,760	£221,394	£134,367	£476,032	£221,394	£254,639

Notes

(1) Actual is invoices received to date

(2) Other costs include supplier travel expenses which are presently being paid from a 'shared budget' rather than specific TJ budget and therefore not broken out. Work ongoing to refine process and establish more immediate expenditure tracking.

8   Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
102	Insufficient dedicated SOJ resources available to deliver the programme, specifically Programme Lead, Programme Manager, Programme Officer, Programme Admin	M	S	S	Contract Programme Manager employed along with temp Admin (latter funded till end 2018) Ongoing budget discussions on funding staff
104	Programme Scope Creep	M	M	M	Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	Ensure 'buy-in' at senior level and effective internal communication to raise awareness
110	Union disengage from or resist programme	M	L	M	Effective internal communication to gain buy-in and ensure union involvement in programme design
119	Unable to secure funding for full TJ Programme	L	H	H	Working with Finance team on business and funding requests