



Team Jersey Programme

Programme Progress Report

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - 2,016 workshop places delivered to date, filled by 1,496 manager attendees, which at 74% is marginally below target attendance of 75%. - Strong focus on filling remaining 'Launch' workshops in Jan 2020, to ensure maximum programme participation before plan to move fully on to delivering 'bitesize' workshops. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope / cost: Concerns over present attendance levels at launch workshops, which is resulting in some workshops being cancelled – potentially need to add more in the future, thus prolonging programme and incurring additional costs. - <i>Mitigation: TJ Admin fully focused on improving booking process and encouraging participation, both directly with managers and indirectly through TL Exec Sponsors. Accelerated plan to bring TJ programme delivery in house to manage increased scope of programme.</i> 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - 1,600 workshop spaces delivered to date, filled by 989 colleague attendees, which at 63% is below target attendance of 75%. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope / Cost: Programme will need expanding or modifying to address present attendance shortfall, with 	☹️	☹️

	<p>potential budget or scope increases needed to accommodate.</p> <p>- <i>Mitigation: Strongly focused on working directly with several departments to create alternative delivery options for their staff. Accelerated plan to bring TJ programme delivery in house to manage increased scope of programme and allow extension of the programme.</i></p>		
	<p>- TJ Lead Programme:</p> <ul style="list-style-type: none"> - Present number of TJ Leads is 136 (increase of two since last report). - Recruitment and training programme restarted in Jan 2020. - TJ Lead Academy programme for 2020 arranged with participants invited. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope: Programme effectiveness potentially hampered by shortage of trained TJ Leads in some departments. - <i>Mitigation: Presently working with TJ Exec Sponsors to identify candidates and encourage recruitment from under-represented departments.</i> 	☹️	☹️

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Recruitment	- Initiative now complete.	😊	😊
Talent, Leadership & Learning	<ul style="list-style-type: none"> - 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 due to budget constraints in 2019. 	😊	😊

	<ul style="list-style-type: none"> - 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 due 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.	😊	😊
Employer Engagement	- Following launch in 2019, focused on establishing programme with local organisations and internally.	😊	😊

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	- Project progressing, with ongoing learning and development activities and making progress.	😊	😊
GHE – Regulation Team	- Project progressing, with ongoing learning and development activities and making progress.	😊	😊

2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.	😊	😊
Communications	<ul style="list-style-type: none"> - 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. 	😊	😊

<p>Programme management</p>	<ul style="list-style-type: none"> - Programme management function jointly established between GoJ and TDP. - RAG status reflects: <ul style="list-style-type: none"> - Scope: TJ Admin resources constraints potentially limiting effectiveness. - <i>Mitigation is present efforts to increase TJ Admin resources</i> 		
<p>Budget</p>	<ul style="list-style-type: none"> - Programme remained within budget for 2019. 		
<p>Issues and risks</p>	<ul style="list-style-type: none"> - Issues and risks identified and being managed. 		

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 met several times 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

Table shown shows forecast budget status for December 2019 (Also see explanatory comments above).

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	£681,615	£163,760	19%
Phase 3	£244,113	£455,280	-£211,167	-87%
Expenses	£235,130	£109,737	£125,393	53%
Total:	£1,482,692	£1,413,030	£69,662	5%
Staff	£185,800	£179,772	£6,028	3%
Buildings & Equipment	£76,508	£106,226	-£29,718	-39%
Systems and Office	£0	£19,703	-£19,703	0%
Workshop provision	£0	£20,251	-£20,251	0%
Other	£0	£76	-£76	0%
Total:	£1,745,000	£1,739,057	£5,943	0%

Notes:

1. Principal changes from last report:

a) None to note.

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

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)

				- 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 - 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				

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.

Appendix B: Present TJ Lead recruitment and training status

Last updated: 10 January 2020

Department	Target Leads	Trained Leads	Leads in Training	Leads Required
CLS	8	15	2	-11
COO	8	8	1	-2
CYPES	66	12	0	51
GHE	18	12	0	6
HCS	68	27	4	28
JHA	22	7	4	6
Non-Mins	0	3	0	-3
OCE	1	0	2	-2
SPPP	2	1	0	1
STE	7	19	0	-12
Total:	200	101	13	62

**Date of Meeting 21st January 2020
Agenda Item XXX**

Team Jersey Update

1. Purpose

The purpose of this paper is to provide the One Gov Board with an update on the Team Jersey (TJ) Programme and a summary of progress to date across all phases of activity and actions progressed to address the findings from the TJ phase one report.

2. Background

The TJ programme is initially a three-year programme designed to help us transform public services, build on the positive aspects of our organisation and develop a culture of team work, collaboration, learning and innovation. The programme commenced with a discovery and diagnostic piece undertaken by our partner TDP Development. The phase one report published in April 2019 identified a number of issues that we need to address as an organisation.

Phase 2 is about everyone getting involved and includes a series of workshops and learning interventions which build on our strengths and helps our people to understand how we need to adapt our organisational 'habits' to successfully deliver the government vision.

Phase 3 is about creating a longer-term legacy for the government of Jersey to build our capability and capacity as an organisation.

3. Phase 2 progress update

Phase 2 includes the delivery of sessions to all government employees from 2019 through to 2021. These sessions have been designed in response to the emerging themes from the discovery phase of the TJ Programme. The four main activities undertaken in this phase are :

- Leadership sessions
- Colleague sessions
- TJ leads
- TJ manager toolkits
- Engagement Activity

3.1 Leaderships sessions

All Leaders (1121) across government are required to attend five TJ leadership sessions to support our managers to lead and support cultural change within their departments. The sessions included are:

- Session 1 – Shaping Positive Culture – Having crucial conversations
- Session 2 – Thinking and working differently
- Session 3 - Leading collaboratively
- Session 4 – Leading organisational change
- Session 5 - Building high performing teams

Scope

The original contract with TDP was for 700 managers, subsequently the programme scope was increased to 900 managers and more recently 1200 with the actual number included is confirmed at 1121. Despite this increase the budget has remained the same and therefore to accommodate these extra numbers the TJ programme board have agreed adjustments to the content and deployment plan. In addition to accommodate the additional numbers the decision has been made to accelerate the transfer of the programme to inhouse delivery ensuring internal capacity to deliver a prolonged deployment plan.

Delivery and attendance

The delivery of session 1, a full day session, commenced in March 2019 and will end in January 2020. To date all 1121 leaders have received an invite and been offered the opportunity to attend the first session. We have experienced a drop off in attendance figures for this session since in the lead up to Christmas and year end. (see appendix 1 for attendance data).

Of the remaining 4 bitesize half day sessions a small number were run in 2019 and the majority of sessions remain to be delivered. These will recommence in February 2020 with all four bitesize sessions running on rotation. To date attendance on the sessions offered has been as follows.

Bitesize Workshop	Workshops Provided	Participants Attended
Building High Performance Teams	9	138
Leading Collaboratively	7	89
Leading Organisational Change	33	378
Thinking and Working Differently	7	85

Total

56	690
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Initially leaders were required to book themselves onto the programme, this worked for early adopters but bookings started to tail off so the decision was made to allocate sessions to those who had not voluntarily engaged in the programme. The leaders attending or booked onto the programme from November 2019 are those who had failed to book themselves onto the programme despite engagement activity.

Low attendance has an impact on the embedding of learning in the organisation, the impact of the programme and a cost for places not used. The TJ delivery team have taken a number of actions to improve attendance. These include:

- **Reviewing our processes.** Despite sending out invites the team find that approximately 65 % of those invited do not respond to emails or diary invites. The team chase non-responders but approximately 35% of those invited to a session never contact the team or acknowledge the invite. The team have reviewed all processes, communication and information sent out to ensure the process is clear. All employees booked receive a booking and two reminders, non-responders are chased by the team and at a department level to respond.
- **Introducing TJ Executive Sponsors.** In November we introduced Department Executive sponsors for TJ, these are representatives from each Department SLT who are responsible to ensure the promotion and engagement in TJ activity at a department level. We are working with this group to improve attendance and early indication is that this approach is having a positive impact.
- **Communication and engagement.** We have a continuous online presence through MyStates, managers round up and Changing states. We work with the comms team to ensure regular articles are run. We are getting out to teams to support engagement.

Feedback from the programme has been very positive, across all sessions (leaders launch and the four bitesize sessions) the overall evaluation average is 4.4 out of 5. Some of the delegates comments are shown below from those attending the leaders launch session (see appendix 2 for further programme feedback).

Excellent, thank you	I found the session very engaging and useful. Will be taking ideas back to work.	A worthwhile day: good facilitation and content. Thanks.	A good opportunity to reflect away from the day job
Look forward the rest of the courses.	Really good training, which I can apply. In the workplace	I enjoy the team Jersey courses and am glad the government is investing in people	Informative discussions, lots to take back to work.
Another very useful session, led by engaging and informative tutors.	I found this session beneficial and I'll take the skills I learnt away in my role.	Looking forward to the next sessions	Very beneficial session and more than 2 degrees of change will be taken from it.

At the time of writing a total of 834 leaders (74%) had attended the first of the leadership sessions leaving approximately 26% or 287 of our leaders who have not commenced the programme, of these 240 are booked and all leaders have been offered a place.

Through out January declined places will be offered to those who have not yet attended. The leaders/managers who have not attended by the end of January 2020 will be put on a waiting list and options provided to the TJ programme Board to consider how to engage these individuals plus new starters in the programme going forward. Individuals who have not attended session 1 will not be booked onto the remaining bitesize session at this time.

3.2 Colleague sessions

The colleague session commenced in July 2019 and will, run into 2021. Approximately 6000 employees across government will be invited to attend 2 half day colleague sessions. The first 'Having crucial conversations' will run until June 2020, the second 'Our culture' will commence in July 2020.

Employees are booked onto sessions through managers. Average attendance rate to date is 63% below our KPI of 75%, attendance has improved since September 2019 but dipped again over the Christmas period. Attendance continues to be monitored on a daily/ weekly basis. To date 959 employees have attended the first bite size session for colleagues (see appendix 3 for attendance data).

Feedback from the programme has been very positive, the evaluation average is 4.4 out of 5 for crucial conversations. An extract of delegates comments is shown below from those attending the first bitesize session, Crucial Conversations, (see appendix 4 for further programme feedback).



The delivery team are working with department executive sponsors to address issues faced when engaging colleagues in sessions. These include:

- **Access to the sessions.** The TJ team are engaging with departments providing frontline services where it is difficult to release staff. We are agreeing different methods of delivery to ensure all staff have the opportunity to engage in the programme. Actions include running sessions in a variety of work place locations out and about '@your place', designing sessions for school staff to fit into their timetable and working hours.
- **Lack of understanding about the programme.** One constant issue raised by the delivery team is that staff attending report that 'their line manager has not spoken to them about the session before they attend' and that they 'did not know why they were required to attend the training or what the training was about'. TJ are working with executive sponsors and the Communications team to mitigate this issue by ensuring communication is clear. All managers receiving a briefing about the session their staff are attending in advance and are asked to talk to staff. Furthermore, all briefing information is available online. Ultimately this needs to be dealt with at a department level and the TJ team are available to support departments in improving the messaging to staff.
- **Improving engagement of lower skilled staff and hard to reach groups.** We have experienced reluctance from some groups of staff to attend because they don't think its relevant to their role or are not comfortable about attending a session in a classroom environment. The TJ delivery team has been working with unions and departments to understand these issues and agree actions to improve the experience for these staff members.

3.3 Team Jersey Leads

Team Jersey Leads operate as culture champions within their departments, modelling and encouraging a positive culture. Our leads help co-deliver learning sessions as well as

supporting colleagues in changing behaviours and working practices. They are also the 'voice' of colleagues providing a key feedback loop to leaders and the programme.

To date, we have trained 118 TJ Leads from across the organisation. We are aiming to recruit a further 42, taking us to 160 in total. Induction training for the new recruits, which are primarily required across HCS, CYPES, JHA and GHE, will run in early 2020.

Graduation to becoming a Team Jersey Lead opens access to the TJ Academy, a further learning and development opportunity available exclusively to TJ Leads, to help and support them in their role. The Academy includes 4 optional bite-size sessions;

1. Coaching Skills
2. Understanding Emotional Intelligence
3. Seeing Things Differently
4. Diversity, Inclusion and Belonging

These sessions will run on a rotational basis throughout 2020. Q1 sessions are nearly all at full capacity. The Academy will also include the potential for a series of masterclasses where a larger number of leads can gather at a networking event with a keynote speaker from internal or external organisations to further develop their work and activity around both culture change and maintaining a positive workplace culture.

In December 2019, we ran a series of round-up events, bringing together existing TJ Leads to support their growing network and sense of community and collaboration. The session focussed on understanding the successes and challenges for the TJ Lead in 2019, to help inform our programme of activity for 2020

A roadmap for this developing programme of activity in 2020, is included in Appendix 5.

3.4 Team Jersey toolkits

Team Jersey are developing toolkits for managers and Team Jersey Leads to use to engage teams in performance improvement and development activities. These toolkits will cover two key topics High performing teams and Our values and have been designed so they are simple and fun to use. Team Jersey Leads will be available to assist and coach managers in their use.

The first of these toolkits will be launched through February and March 2020 and will help to further integrate Team Jersey into the workplace with activity that leaders can undertake with their teams directly building on the experience from the leadership sessions. This

approach will build the capability of managers, embed learning in the work place and directly impact teams.

3.5 Engagement Activity

In 2019 we worked with the Communications team to develop several new communication and engagement initiatives which will be launched in early 2020 to promote behavioural change. These include; My Actions Matter, a series of practical activities rooted in the 2° of change concept and closely linked to the new values and behaviours framework. The purpose of this campaign is to experience and embed the impact of small forward directional change, particularly when we all take part. The Team Jersey Leads have been briefed about planned delivery and will work to reinforce messages in the work place.

An exciting new marketing campaign is also launching this quarter. I Am Team Jersey. Delivered through a series of videos and posters, I Am, is a human story initiative in which leaders, colleagues, and Team Jersey leads can share their experience of culture change, why it matters and their commitment to it. The look and feel of this campaign is not corporate but rather intended to be informal, relaxed, relatable and unscripted, this is peer to peer ownership, encouragement and support. If successful it will run throughout 2020 but an initial 3-4 videos are in the planning to understand the appetite and impact.

The new Executive Sponsor role mentioned earlier was put in place in November 2019. There are 10 executive sponsors, each of whom sit on their departmental SLT. The Executive Sponsor has been appointed to promote the adoption of organisational ownership for a positive workplace culture and to support TJ Leads in their programme of activity. A list of TJ Executive Sponsors is included in Appendix 6.

4. Phase 3 progress

The focus for phase 3 has been to provide consultancy support for the priority “People Processes & Systems” activities which were identified during Phase 1.

Resourcing

- Reviewed the existing recruitment technology platform ‘Talent link’ (license was due to expire end of July 2019), renewed the Talent link license to ensure continuity of service for a further 2 years, standardised the main templates and re-engineered the key processes. Designed a Workforce Planning Toolkit and upskilled the HR Business Partners to enable them to proactively identify gaps and budget for future hires in partnership with their Director Generals
- Identified significant risks in relation to pre-employment checks not being completed consistently. Developed a new ‘Pre-Employment Clearance’ Framework

to reinforce the principles of SAFE Recruitment' and compliance with the SAFE Recruitment Policy.

Talent, Leadership & Learning

- Developed a framework for the Government of Jersey Learning strategy
- Developed and delivered a refreshed set of collective Values & Behaviours which were launched during December
- The Tier 2 development initiative was scoped and launched
- A new Corporate Induction & On-Boarding programme has been built and is due to launch during January
- Launched the Jersey Employer Engagement initiative (see section 5)
- Talent Strategy (carried forward to 2020)

4.1 Working with local employers

During phase 1 a significant number of employers in Jersey shared their views and insights about how the Government of Jersey could become a world class public service, with a global reputation for innovation, responsiveness and a place where talent is nurtured and grown.

The Government hosted a meeting with key employers (Jersey Employer Group) on 21st October 2019 to consider how to build a new future for Jersey that will see businesses and the Government coming together to collaborate in order to share good practice and create better workforce connections, to ensure Jersey develops a global reputation as a great place to work.

The employers identified many common areas of interest and committed to working together on a programme of work that will enable Jersey to build its reputation as a place which encourages a world-class workplace culture.

The Jersey Employer Group met again on 25th November 2019 to agree the key themes which will drive the priority activity as well as the Operating framework, and agreed to resource and establish the Steering Group with representatives from across the key sectors.

The Steering Group will meet on 20th January and the Working Groups will kick off during February.

5. Team Jersey additional activity

6.1 Leadership development

Over the last year Team Jersey has undertaken a series of development activities with Senior leaders to support their formation and assist them in maximising their performance as a team. These have included a series of work shops with EMT and with senior leaderships teams in departments exploring the traits of high performing teams and facilitating action plans with teams to improve their performance and lead a positive work place culture. This work will continue through out 2020 as departments settle in their new structures.

In addition a Working Group has been set up to inform development activity for tiers 2 and 3. The group has membership from all areas of the business and will be tasked to feedback on the development requirements for leadership at their level and inform a programme of activity that supports capability building and enables the skills, behaviours and experience required to deliver the Government plan and support transformation.

6.2 Political programme

The Council of Ministers have agreed to engage in the Team Jersey programme and following discussions with a core group a programme has been designed to provide a series of bitesize session which include content relevant to the needs of this group's topics included are:

- Understanding politician's role in creating a positive work place culture
- Having crucial conversations
- Role modeling the Government of Jersey collective values and behaviors
- Working as part of a high performing team
- Getting our message across

These sessions will commence in early 2020.

6.3 Targeted Department interventions

Team Jersey have undertaken individual projects to address targeted cultural challenges within specific departments. The Regulation Group within Growth Housing and Environment, Children's Services and Health have all request additional support from Team Jersey and are at varying stages of delivery.

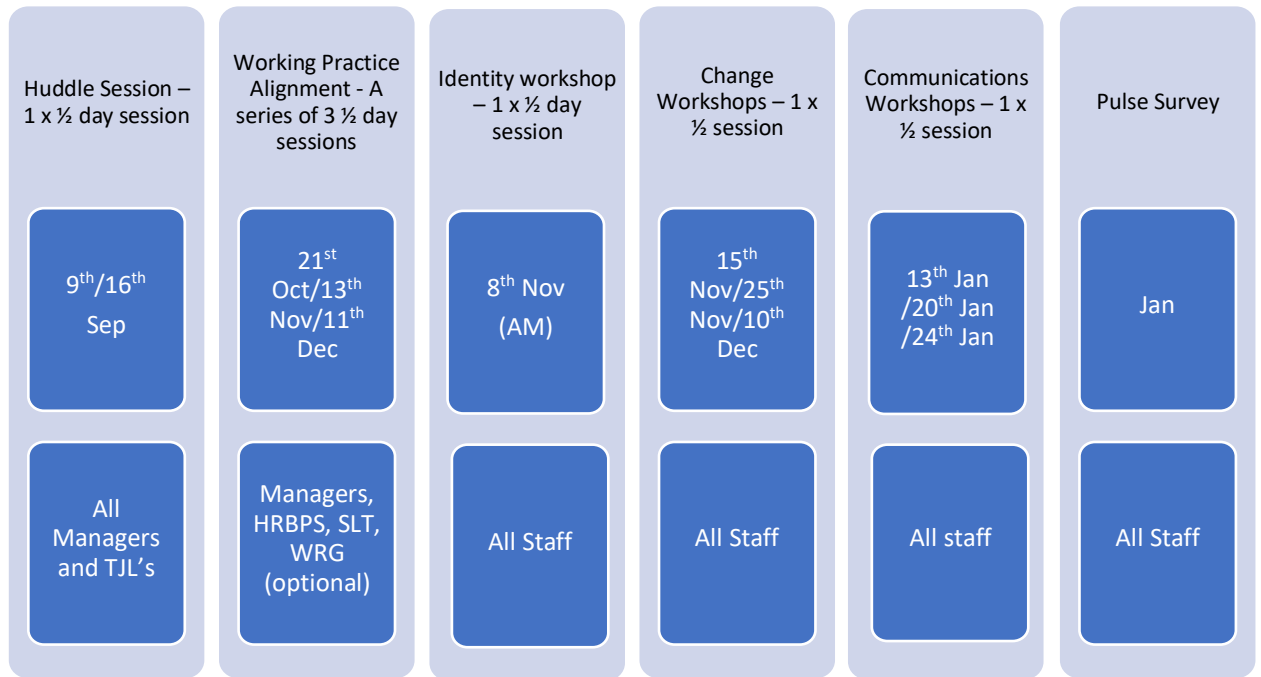
[X]

Scope: Supporting the positive creation of culture within the new [X] in [X]. Provide all managers and colleagues in the [X] the opportunity to engage in shaping new ways of working and the creation of a positive workplace culture within the new Directorate.

A working group was formed with representatives across all areas and the first project meeting was held in June 2019. The initial diagnostics included orientation sessions with key areas of the business and focus groups attended by 98 manager and colleagues (55%

of the team). The findings helped to shape a series of workshops and other activities to support a positive culture and the transition to a single team, with the majority in a single location.

Overview of Activity



In addition to this the working group met weekly for several months, moving to fortnightly in the later stages of the project. Andy Bell has regularly attended SLT meetings and ran sessions with SLT to support the development of a positive culture at all levels.

The project is in the final stages of delivery, communication workshops will be run during January for all staff, followed by the re-issue of a pulse survey taken at the start of the project. Finally, an all staff meeting will take place on 31st January where the result of the survey and a summary of the project achievements, will be shared.

There has been some very positive feedback both internally and from those interacting with the team. Once the project closes the department will continue to work on improvements through various workstreams, this will be overseen by a newly formed operations board which provides great development opportunities for those taking part and is a terrific legacy.

[REDACTED]

Scope: Team Jersey to work with [REDACTED] to develop a positive workplace culture. Initially working alongside [REDACTED] who were developing technical capabilities within the team. Both are distinct projects but complimentary and delivered with a co-ordinated approach.

Originally the scope encompassed 20 managers and 110 colleagues across 11 teams, this was later extended to include senior practitioners in the managers group and the residential teams, which is an additional 30 managers and around 50 colleagues and extended to timeline for delivery to mid-year 2020.

Work began with 15 focus groups sessions across all areas of the business attended by 109 colleagues (50% of the team). Key themes emerged around, trust, engagement and communication. Research was undertaken to identify teams and partners that are co-dependent and require a shared approach and cultural understanding. Identifying opportunities to improve connectivity and create a shared understanding. All of which formed the design of workshops and activity to support the creation of a positive workplace culture.

Workshops commencing in January with managers will focus on creating a positive team culture, engagement of colleagues and partners and building trust in our service. Colleague workshops will help create a collaborative culture across teams and with partner organisations. Finally, there will be a series of toolkits sessions and support materials to help colleagues create and sustain a positive workplace culture.

[REDACTED]

There are a series of interventions currently being scoped, targeting specific needs of the department, challenges and barriers to shape a positive culture.

Team Jersey are currently working on the project scope for priority areas including [REDACTED] (expected kick-off Feb/Mar), [REDACTED] and [REDACTED]. There are other areas in [REDACTED] to follow. Team Jersey will build on the success of the prior department specific interventions and address the individual team requirements.

6. Sustainability beyond the programme

Over 2020 the TJ delivery team will work to develop and implement a sustainability plan for the programme. This will include:

- Bring the delivery of the phase two leaders and colleague sessions in house by the March 2021 through the recruitment and training of an inhouse delivery team.

- Integrate the TJ learning into our induction programme 'MyWelcome' for all new starters through a combination of on line and face to face delivery.
- Build the Organisational Development capability within People and Corporate Services to ensure the legacy of the Team Jersey programme continues and the continued development of a positive workplace culture to support the ongoing transformation of the public sector.
- Build the Team Jersey Lead community developing their capability and confidence through the Lead Academy to support the embedding of a positive workplace culture in their departments.
- Deliver , with the Communications team deliver a communication and engagement plan that engages employees in TJ activity, supports behavior change, celebrates role models and success stories.

A detailed plan will be developed by the TJ team and presented to the TJ Programme Board by March 2020 to detail how the above will be achieved.

7. Conclusion

In conclusion the programme is making great progress and there are many examples of successful implementation where TJ have had a positive impact however it is important to remember that the issues the public services work place culture are deep rooted and extensive. We are only eight months into the implementation phase of Team Jersey. Shifting the culture change will take time and Team Jersey is only at the beginning of a 3 to 5 year journey.

The central team can drive and support culture change but will not be successful unless leaders and managers role modelling the behaviors we expect of others. We are all Team Jersey and the future success of creating a positive workplace culture is dependent on every employees participation and ownership to embed the change together.

REPORT PREPARED BY [X]
DATE 10th January 2010

Appendix 1: Leader Sessions attendance

OneGov Board REPORT



The following table shows attendance at the first full-day Leader Sessions workshop – Shaping Positive Culture – Having Crucial Conversations.

Note there are 240 workshop spaces planned for delivery in January 2020.

Department	Programme Participants	Attended to Date	Percentage Attended	Still to Attend
CLS	56	56	100%	0
COO	62	51	82%	11
CYPES	207	141	68%	66
GHE	128	97	76%	31
HCS	315	203	64%	112
JHA	150	125	83%	25
Non-Mins	66	44	67%	22
OCE	26	23	88%	3
Other	8	7	88%	1
SPP	21	19	90%	2
T&E	62	47	76%	15
Total	1101	813	74%	288

Appendix 2: Leaders Evaluation and Feedback

Session Evaluations

Average by Session	Year to Date
Leaders Launch	4.4
Leaders Change	4.3
Leading collaboratively	4.4
Thinking and Working differently	4.4
Building High Performing Teams	4.3

Delegates Comments by Session

Leading Organisational Change	Thinking & Working Differently	Leading Collaboratively	Building High Performing Team
Excellent, thank you	Some good points to take away	A very useful course	Thank you, good structure, food for thought and great trainers
Enjoyable and thought provoking	Incredibly useful	Good reminder of key leadership challenges and behaviours	Alot of tools useful to use
I found the session very engaging and useful. Will be taking ideas back to work.	Very good session, brought some new ideas how to implement different ideas and how to listen other team members	I particularly enjoyed this session	Another enjoyable session thank you
A worthwhile day: good facilitation and content. Thanks.	Really enjoyed it, best session so far. Thank you Andy and Charlotte	I like the collaborative leadership	Another great and very relevant session, great to work with other Government departments
Lots to take back	Really enjoyed all the sessions open my eyes as a new line manager.	The session was really beneficial	Very informative and clear. High standard as previous sessions.
A good opportunity to reflect away from the day job	Thank you - really enjoyable and relates well to other sessions delivered, despite different facilitators. A brilliant programme so relevant to everyone working in public services.	Liked the chance to interact with colleagues from other depts	It 100% matched my expectations and I will my new skills immediately.

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Look forward the rest of the courses.	Excellent delivery from the trainers. A great initiative at a time when I am having to reduce my departments training budget, so I'm pleased my teams still receive some quality investment.	Great session. Excellent facilitation	A good course. Got me reflecting and appreciating things which I could improve in my own area.
Really good training, which I can apply. In the workplace	Very informative, enjoyed session. Great ideas to share with my team	Very good, engaging facilitators	Good session with clear direction to help with learning etc
I enjoy the team Jersey courses and am glad the government is investing in people	Particularly enjoyed today, a very positive session		Very well delivered
Informative discussions, lots to take back to work.	Thanks, another enjoyable, interesting and thought-provoking session.		Good for networking
Another very useful session, led by engaging and informative tutors.	Keep on doing what you're doing		Enjoyable input with valuable application to workplace. Thanks!
I found this session beneficial and I'll take the skills I learnt away in my role.			Interesting session and lots of thinking now about our team
Looking forward to the next sessions			Another excellent session.
Very beneficial session and more than 2 degrees of change will be taken from it.			Best session yet
I am enjoying these sessions and the ability to talk with people from across GOJ			
Overall very good course enjoyed learning more about the stages of change. Would definitely use it in my workplace.			
Again, all really good ~ genuinely pleased with the quality of the training			
Really useful. Will help me with a problem employee, a problem boss and a problem peer.			

Appendix 3: Colleague Sessions attendance

The following table shows attendance at the first half-day Colleague Sessions workshop – My Crucial Conversations.

Department	Programme Participants	Attended to Date	Percentage Attended	Still to Attend
CLS	194	169	87%	25
COO	131	85	65%	46
CYPES	1998	2	0%	1996
GHE	430	285	66%	145
HCS	1990	41	2%	1949
JHA	548	47	9%	501
Non-Mins	167	122	73%	45
OCE	49	44	90%	5
Other	0	0	0%	0
SPP	58	48	83%	10
T&E	162	114	70%	48
Total	5727	959	17%	4768

Note: While total 'attended to date' figure is correct, individual department numbers are based on extrapolated data and therefore may be marginally different from actuals.

Appendix 4: colleagues Evaluations and Feedback

Session Evaluations

Year to date Average feedback for Colleagues Crucial Conversations	4.4
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Delegates Comments

Colleagues: Crucial Conversations	
From being sceptical to a pleasant surprise	Wonderful course
It was much more useful than I had expected and relevant	People need to go on a commutation course also, would be beneficial.
Great course thank you	Looking forward to seeing you for the next session
Very informative and I have learnt alot	Very good course
Great thought-provoking content that will make me think about my practice and the way I communicate	Beneficial course for current workplace
Thank you it made me think about my behaviours and how they could impact others	Overall course was very interested and has opened a lot of different avenues in terms of my own thinking and approaching conversation with others.
Thanks for making the course interesting would definitely recommend	Really great course, insightful and well delivered
It will be lovely if everyone from across Government/States could attend meeting like this as will be beneficial to create better working environment and more understanding on how to create positive work environment.	Meeting other members of 'one gov' was very beneficial and seeing their points and perspectives of the different aspects of team jersey
Can't wait until the next one	Good course. Did make me think. Nice to see colleagues from other departments
Was much more beneficial than I expected. I will be able to use what I learned.	Overall a positive event and one that has allowed me to think about how I manage situations, communicate and encompass this within my work and daily life
Nice and relaxed atmosphere. Wasn't intimidating	Enjoyed it as it was interactive and some useful tips, also nice meeting colleagues from. Other departments
Very enjoyable morning and I learned more than I expected. Thank you.	Thump up

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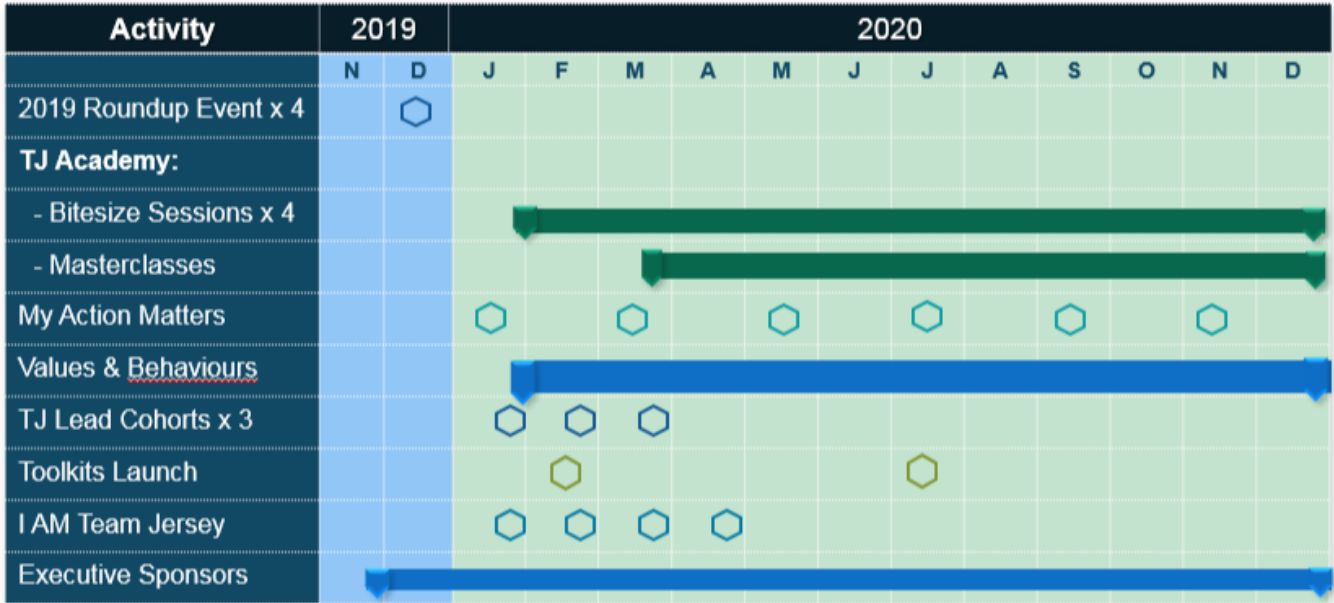


Very interactive session which kept me alert and interested the whole time.	Very worthwhile course despite reservations and assumptions I had made beforehand
I was not expecting to get much out of the session today but I was pleasantly surprised that there are definitely things I will take away and try and implement into my working relationships to make them better for them and for me	Just a good course overall.... a chance to meet people from other depts and learn from each others ideas and experiences
Although nervous about attending with no colleagues it was good to meet others from other departments	Excellent course and great content. Very informative.
Very thought proving	The course was very well delivered and had plenty of useful material and tips.
It was really interesting - will be more aware at work	Worth while attending
I will recommend this course. Very useful	Was a very helpful session! Thank you

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Appendix 5: Team Jersey Lead Roadmap



Appendix 6: The Executive Sponsor

The aim of the Executive Sponsor Group is to:

- Support Team Jersey Leads in their role as culture change champions. To meet periodically and build relationships and engagement delivery, removing barriers and providing support to ensure their success.
- Work with the TJ programme delivery team to inform engagement plans at a departmental level. To support and promote Team Jersey activity pre-session attendance and to embed learning post session attendance.
- Support and drive attendance at all programme activities.
- Feedback issues to the TJ Operations Board and support the development of appropriate delivery to ensure all employees have access to this learning opportunity.

Your Executive Sponsors are:

Department	Name	Email
OCE	[✂]	[✂]
COO	[✂]	[✂]
HCS	[✂]	[✂]
CYPES	[✂]	[✂]
JHA	[✂]	[✂]
GHE	[✂]	[✂]
CLS	[✂]	[✂]
T&E	[✂]	[✂]
SPPP	[✂]	[✂]
Non-Mins	[✂]	[✂]

The Executive Sponsor group meet monthly.



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
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Date issued:	18/02/2020

Confidential

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Version	Issued By	Issue Date	Notes / Amendments from Previous Version
v1.0	[✂]	18 Feb 2020	

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - 132 workshops with 2,160 spaces delivered by end Jan 2020, with 1,583 manager attendees, which at 73% is marginally below KPI target attendance of 75%. - Planned one-day launch events now completed, with 916 managers attending before end of Jan 2020 - Those who missed and new starters on a waiting list for future workshops. Half-day bitesize now being delivered. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope / cost: lower than target attendance potentially means including additional workshops to accommodate all participants. - <i>Mitigation: TJ Admin focused on forward booking managers to workshops and liaising with participants unable to attend date offered. Further working with departmental Exec Sponsors focusing on improving workshop attendance.</i> 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - 124 workshops with 2,480 spaces delivered by end Jan 2020, with 1,361 colleague attendees, which at 55% is below KPI target attendance of 75%. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope / cost: lower than target attendance potentially means including additional workshops to accommodate all participants. 	☹️	☹️

	<p>- <i>Mitigation: TJ Admin focused on forward booking colleagues to workshops and liaising with participants unable to attend date offered. Strongly focused on working directly with specific departments to create alternative delivery options for their staff.</i></p>		
	<p>- TJ Lead Programme:</p> <ul style="list-style-type: none"> - Presently 150 active TJ Leads – an increase of 14 on last month - of which 108 have completed training. 25 others in training, with balance awaiting an appropriate time. - TJ Lead Academy programme for 2020 commenced, with first workshops held and further ones plans for year. - Active engagement with TJ Leads to allocate areas of focus and responsibility. <p>- RAG status reflects:</p> <ul style="list-style-type: none"> - Scope: Programme effectiveness potentially hampered by shortage of trained TJ Leads in some departments. - <i>Mitigation: Presently working with TJ Exec Sponsors to identify candidates and encourage recruitment from under-represented departments.</i> 	☹️	☹️





2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Talent Strategy	<p>- Consultancy support engaged with People Services to develop talent strategy – aim to complete by May / June 2020</p>	😊	😊
Employer Engagement	<p>- Five joint working groups under formation, with aim to complete by end Feb 2020.</p> <p>- Plan is to form steering group by end March 2020.</p>	😊	😊











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	- Project progressing, with ongoing learning and development activities being delivered.		
GHE – Regulation Team	- Project fully delivered and complete – formal closure meeting planned to conclude.		

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 and satisfactorily functioning between GoJ and TDP.		
Budget	- Programme remained within budget for 2019.		
Issues and risks	- Issues and risks identified and being managed.		

3 Reports from groups

3.1 Operations Board

The Ops Board has met five times since the last report to plan and 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 last report.

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

Table shown overleaf is forecast budget status for end January 2020 (Also see explanatory comments above).

Year to date (end Jan 2020)				
Expenditure Item	Actual	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 2	£85,621	£111,425	£25,804	30%
Phase 3	£19,442	£14,542	-£4,900	-25%
Expenses	£10,887	£13,590	£2,703	25%
Total:	£115,950	£139,557	£23,607	20%
Staff	-£14,343	£27,199	£41,542	-290%
Buildings & Equipment	£16,118	£19,536	£3,419	21%
Systems & Office Costs	£2,934	£792	-£2,143	-73%
Training Facilities	£1,029	£667	-£362	-35%
Other	£0	£583	£583	0%
Total:	£121,687	£188,334	£66,647	55%

Notes:

1. Variance in TDP Contract: Phase 2 due to lower than forecast spend of materials (likely to come through in subsequent months).
2. Variance in Staff due to budget accrual carried forward from 2019.

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

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.
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	😊	- Initial evidence gathered through TJ Leads indicate programme is having an impact on workforce, with further sampling now being taken in Leader Programme Bitesize workshops to obtain greater understanding.
		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 GoJ			- Not presently measured
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ			- Not presently measured
2. Engagement in programme				
2.1	Increased staff engagement			- Not presently measured
2.2	Improvement in staff commitment			- Not presently measured
2.3	Improvement in relationships			- Not presently measured
3. Improvement in public and partner perception of GoJ performance				
3.1	Public perception			- Not presently measured

Appendix B: Present TJ Lead recruitment and training status

Last updated: 18 February 2020

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	Waiting List
CLS	18	16	1				1
COO	9	5	2				2
CYPES	16	12	4				
GHE	15	12	3				
HCS	43	29	6	1	1	5	1
JHA	17	10	6			1	
Non-Mins	4	3					1
OCE	5		2				3
SPPP	3	2	1				
STE	20	19					1
	150	108	25	1	1	6	9

Note: Departmental targets presently under review to better establish a fully balanced representation.



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
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Date issued:	19/03/2020

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
V1.0	[X]	18 March 2020	Created
V2.0	[X]	19 March 2020	Amended following Ops Board Meeting

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - 168 workshops with 2,736 spaces delivered by mid Mar 2020, with 1,971 manager attendees, which at 72% overall is marginally below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, is was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme with a review undertaken 20 April with continuous monitoring. - <i>Mitigation: Pull forward design work and associated areas of work that will support Departments and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - 157 workshops with 3,140 spaces delivered by mid Mar 2020, with 1,725 colleague attendees, which at 55% is below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, is was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme with a review undertaken 20 April with continuous monitoring. 	☹️	☹️

	<p>- <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i></p>		
	<p>- TJ Lead Programme:</p> <ul style="list-style-type: none"> - Presently 150 active TJ Leads – a decrease of 1 on last month - of which 117 have completed training, resulting in 9 additional trained leads. 14 others in training, with balance awaiting an appropriate time. - TJ Lead Academy programme for 2020 commenced, with first workshops held and further ones plans for year. - Active engagement with TJ Leads to allocate areas of focus and responsibility. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, is was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring. - <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Planned contact with TJL via email. Detail articulated in Change Request CR03/20.</i> 	☹️	☹️





2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Talent Strategy	<ul style="list-style-type: none"> - Consultancy support engaged with People Services to develop talent strategy – aim to complete by May / June 2020 	😊	😊
Employer Engagement	<ul style="list-style-type: none"> - Five joint working groups under formation, with aim to complete by end Feb 2020. - Steering Group to be postponed until end of June 2020. 	😊	😊











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	- Project on hold whilst resource in the business is being diverted to business continuity activity. All planned activity will be delivered at a later date.		
GHE – Regulation Team	- Project fully delivered and completed. Formally closes.		

2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- Control, design and governance groups are operating satisfactorily.		
Communications	- RAG changed to AMBER due to Team Jersey Programme Staff supporting the Communications Team as a result of COVID-19. Other Team Jersey Programme Staff are providing assistance to People Services, in particular the Wellbeing Team also as a result of COVID-19.		
Programme management	- Programme management function jointly established and satisfactorily functioning between GoJ and TDP.		
Budget	- Programme remained within budget for 2020.		
Issues and risks	- Issues and risks identified and being managed.		

3 Reports from groups

3.1 Operations Board

The Ops Board has met once since the last report to plan and 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 last report.

3.3 Commercial Group

The Commercial Group has met once since last report, with no significant comments for Programme Board on the re-alignment change request.

4 Programme communications

The communication strategy is being reviewed to due to pressures on the Central Communication as a result of COVID-19.

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

Table shown overleaf is forecast budget status for end January 2020 (Also see explanatory comments above).

Year to date (end Jan 2020)				
Expenditure Item	Actual	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 2	£164,803	£170,900	£6,097	4%
Phase 3	£40,784	£45,750	£4,966	12%
Expenses	£27,683	£27,180	-£503	-2%
Total:	£233,270	£243,830	£10,560	5%
Staff	-£3,184	£54,398	£57,583	-1808%
Buildings & Equipment	£33,762	£39,073	£5,311	16%
Systems & Office Costs	£3,367	£1,583	-£1,784	-53%
Training Facilities	£1,629	£1,333	-£295	-18%
Other	£151	£1,167	£1,015	671%
Total:	£268,994	£341,385	£72,390	27%

Notes:

1. Variance in TDP Contract: Phase 2 due to lower than forecast spend of materials (likely to come through in subsequent months).
2. Variance in Staff due to budget accrual carried forward from 2019.

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




Ops Bd	Uncertainty on length of suspension of the phase 2 leadership colleague and Team Jersey leads sessions. Leading to loss of momentum of the programme.	H	H	H	<ul style="list-style-type: none"> - Ongoing increased support over the next three months of the I am Team Jersey and MAM campaigns to maintain Team Jersey momentum - Work over the next three months to deliver all collateral and materials required for re launch of the sessions when required. - Commenced work to develop a Team Jersey re-engagement plan for the summer and autumn.
Ops Bd	Loss of premises to deliver the colleague sessions with potential extension of the programme beyond June. (Parade)	H	H	H	Review of lease arrangements for the Parade to extend into Q4 and 2021.
Ops Bd	Availability of UK based facilitators due to ongoing travel restrictions	M	M	L	Replacement with Island based staff to deliver sessions. Training of internal resources to co-deliver.
Ops Bd	Key GoJ Team Jersey staff unavailable to support the immediate programme due to secondment to COVID-19 response team and work around planning, design, communications and engagement.	H	H	L	Ongoing review of GoJ team, including secondment of colleagues from people services to support activity.
Ops Bd	Lengthy recovery phase for special project departments in the front line of COVID-19 crisis. Workplace culture issues deteriorate.	M	H	H	Undertake review with Departments in 6 weeks to identify issues and plan mitigation if required.

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.
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		<p>COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring.</p> <p>- <i>Mitigation:</i></p> <ul style="list-style-type: none"> ○ <i>Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> ○ <i>Consider review of engagement approach.</i>
		Phase 3		<p>COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring.</p> <p>- <i>Mitigation:</i></p> <ul style="list-style-type: none"> ○ <i>Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i>

				- Consider review of engagement approach.
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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			- Not presently measured
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ			- Not presently measured
2. Engagement in programme				
2.1	Increased staff engagement			- Not presently measured
2.2	Improvement in staff commitment			- Not presently measured
2.3	Improvement in relationships			- Not presently measured
3. Improvement in public and partner perception of GoJ performance				
3.1	Public perception			- Not presently measured

Appendix B: Present TJ Lead recruitment and training status

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	Accepted	Applied	Waiting
CLS	19	17					2
COO	9	7					2
CYPES	16	14				2	
GHE	15	13	1				1
HCS	47	30	6				6
JHA	22	11	5			1	5
Non-Mins	4	3					1
OCE	6	1	1			4	
SPPP	3	2	1				
STE	20	19					1
Total	161	117	14	0	0	7	18

Last updated: 19 March 2020

Note: Departmental targets presently under review to better establish a fully balanced representation.



Team Jersey Leads

Position statement

19 March 2020

Executive Summary



Background

The Team Jersey Phase One Report set out a recommendation to introduce Positive Culture Champions – Team Jersey Leads (8.4). Whilst the report did not outline a recommended number of Team Jersey Leads (TJLs) a working balance of 200 was determined.

Purpose of position statement

1. This paper will outline the current position in relation to the recruitment, training and support of TJLs.
2. The Programme Board is asked to note a revision of focus, support and training provided within the existing budget resulting in a reduction of TJLs to 160 in 2020.

Rationale

The following factors have been determined as appropriate by the Operations Board:

1. Reduced requirement for co-facilitation – originally all colleague sessions would be co-facilitated by a TJL, requiring 60 – 75 TJLs. Following a review of how this is working in practice, instead we have created a smaller pool of TJL's who will delivery along side a permanent member of the team splitting sessions between them. Reducing the numbers TJL's needed to co-facilitate by around 2/3.
2. Focus on quality over quantity – during the programme we have learned more about the level of support required to optimise the effectiveness of this role within the organisation. Additional support and development is required. By reducing the number of TJL's we are able to redirect funds to provide a Team Jersey Academy and My Actions Matter campaigns which are a central response to this.
3. Dedicated SME roles - a more targeted approach for TJLs in their efforts, ranging from co-facilitation, toolkits, values, my actions matter (2° of change), online presence, masterclasses and team building within the TJL network.
4. Strategic direction – we will continue to review the requirements needed to support existing TJL and the long-term sustainability of workplace culture champions. We will assess the impact of peer-to-peer colleague engagement as part of the wider transition to our long-term ownership and in-house delivery.



The Stats – Current Position

1. Original target – 200 Team Jersey Leads (2.75% of headcount per department)
2. Trained – 131 (by 17th March)
3. New TJLs in 2020 – 18
4. Revised target – 160 Team Jersey Leads (2.20% of headcount per department)
5. Additional TJLs required 29 (against new target)
6. Additional TJLs required in CYPES, HCS, JHA and Non-Mins (based on revised target).
7. Recruitment was not controlled against departmental quota in 2019. Together with revised target, the currently underrepresented departments (above) are reduced further to proportionate levels based on gap to target (29).
8. Not all TJL cohorts to date have run at full capacity creating further impact on the target attainment;

Impact 1 x TJL training cohort remains in deployment plan (June) with 14 spaces.
Deficit – 15 spaces (1 full cohort)
9. Underrepresented areas are principally in HCS and CYPES, notably Education. The programme team will work with Executive Sponsors, SLTs and existing TJLs to develop an appropriate response. As part of the finalisation of the colleague programme design for schools, the requirement for the TJL role will be determined.

Departmental Stats



Fig. 1 - Trained Departmental TJLs

TJLs	CLS	COO	CYPES	GHE	HCS	JHA	NM	OCE	SPPP	T&E	Grand Total
Trained	17	7	14	13	30	11	3	1	2	19	117
In Training				1	6	5		1	1		14
Total	17	7	14	14	36	16	3	2	3	19	131

Fig. 2 – Original Target vs Actual vs Revised Target Quota per department

Department	Count of Emp No.	TJL Quota	Target per headcount	TJL Actual	Actual %	Difference to Quota	Revised Target	Revised Target per headcount	Difference to revised target	Revised Recruitment
Chief Operating Office	200	8	4.00%	7	3.50%	-1	4	2.20%	3	
Children, Young People, Edu & Skills	2413	66	2.74%	14	0.58%	-52	53	2.20%	-39	19
Customer and Local Services	272	8	2.94%	17	6.25%	9	6	2.20%	11	
Growth, Housing and Environment	572	18	3.15%	14	2.45%	-4	13	2.20%	1	
Health and Community Services	2358	68	2.88%	36	1.53%	-32	52	2.20%	-16	8
Justice and Home Affairs	772	22	2.85%	16	2.07%	-6	17	2.20%	-1	1
Non-executives and legislature	309	0	0.00%	3	0.97%	3	7	2.20%	-4	1
Office of the Chief Executive	77	1	1.30%	2	2.60%	1	2	2.20%	0	
Strategic Policy, Performance & Pop.	83	2	2.41%	3	3.61%	1	2	2.20%	1	
Treasury and Exchequer	229	7	3.06%	19	8.30%	12	5	2.20%	14	
Grand Total	7285	200	2.75%	131	1.80%	-69	160	2.20%	-29	29

The Academy



Q1 Events – Launch Dates

Session	Coaching Skills 23 rd January		Emotional Intelligence 6 th February		Seeing Things Differently 26 th February		Diversity, Inclusion & Belonging 18 th March	
	Booked	Attended	Booked	Attended	Booked	Attended	Booked	Attended
AM	14	14	14	14	14	8	14	0
PM	15	12	14	11	15	12	16	0

Suspended

Q2 Events – Launch Dates

Session	Coaching Skills 8 th April		Emotional Intelligence 27 th May		Seeing Things Differently 18 th June		Diversity, Inclusion & Belonging 15 th July	
	Booked	Attended	Booked	Attended	Booked	Attended	Booked	Attended
AM	1		16		11		8	
PM	4		10		7		7	

Suspended

Suspension Anticipated

Suspension Anticipated

Suspension Anticipated

* Sessions suspended as a result of COVID-19

Workshop Evaluations Data

TJL: Coaching Bitesize

23-Jan

Content is Clear and Easy to Follow	4.5
Trainers Knowledge & Engagement	4.7
Quality of Materials	4.6
Venue	4.5
Recommend to Others	4.7

Average

4.6

TJL: Seeing Things Differently Bitesize

26-Feb

Content is Clear and Easy to Follow	4.4
Trainers Knowledge & Engagement	4.6
Quality of Materials	4.3
Venue	4.2
Recommend to Others	4.5

Average

4.4

TJL: Emotional Intelligence Bitesize

06-Feb

Content is Clear and Easy to Follow	4.6
Trainers Knowledge & Engagement	4.8
Quality of Materials	4.6
Venue	4.3
Recommend to Others	4.7

Average

4.6

- Three of four topics have run to date (10th March)
- Each session is half a day, running morning and afternoon with space for 16 delegates
- Diversity, Inclusion & Belonging is running 18th March

All evaluation data is out of a score of 5

1 = strongly disagree

5 = Strongly agree

Coaching Skills for TJsLs Comments



I would have preferred more discussion over individual thought as I was struggling to think of things and it was easier to consider different perspectives when hear them.

Loved the group circle coaching element.

This course would be really good for leaders in the organisation

Just some context about how/why the sessions have come about...

The group session at the end was very good and much better than coaching in pairs

Top drawer

Where to go to if colleagues become distressed

Really useful and thought provoking

Good session

Really enjoyed session. First time met [X] thought she was excellent. [X] also did an v good session

A bit more practise time would be more beneficial to the course

Very useful overall, thanks

Thank you

Emotional Intelligence Comments



Would like more of 'so what' as most people here were emotionally intelligent so more focus on how we can influence culture of Gov in EQ would have been more helpful

No loo paper. Hand towels. Concern that is all based for management

Is it possible to get resources electronically rather than on paper to reduce waste

The best TJ session so far.

This should form part of the leadership programme. The best managers have the highest EI

Really enjoyed it

I found this really powerful and think it should be part of the manager programme

Let's promote what you are doing

Thank you very much for the session, I always enjoy the TJ sessions

Thank you, good session

Great. Thanks guys

Fantastic thought provoking course needed more widely just for understanding

Thank you fantastic session really enjoyed!

Senior management need Team Jersey training urgently.

Engaging session, has whet my appetite to go away and do some reading.

Really useful session, thanks

Seeing Things Differently Comments



The Facilitators were great

Thank you... Really useful

Thank you

Helpful as very interactive and trainers lovely and very knowledgeable

Needed longer for this session

Thank you.

As above

Thanks

Good session

Work In Progress



Academy - Masterclasses

- Events coordinators will help drive these forward but it currently lacks clarity and strategy beyond concept. This needs fleshing out and planning. Will be involving [✂] in the development of these.

My Actions Matter (MAM) – (campaign name to be reviewed My Values My Actions, Values In Action)

- Programme team will work with People Services on topics to support staff through COVID-19 management and response, working from home, staying connected etc.
- Generally champions will help drive topics and delivery.
- Require a plan for developing resources and adapting to environment and feedback
- Broader engagement plan for posters and lock screens creates dependency on Internal Comms and Marketing. This is currently on ice due to broader Gov priorities. [✂] working with TDP for external support where appropriate i.e. poster campaign
- Need a strategy and mechanism of establishing and measuring effectiveness

V&B

- MAM topics will link to V&B framework
- Themes thread through I Am campaign
- V&B will be primary focus for TJ activity in My Welcome
- Toolkit development and TJL specific work pack to develop on their capability to embed

Toolkits

- 10 TJLs briefed on toolkits ahead of SMG but decision required on whether further formal training is required. As kits are intuitive I would suggest this isn't necessary and will review concept of running the toolkit with TJLs when [✂] joins the team.
- Engagement and instructional video series to be developed in collaboration with TDP. Brief and scripts written, obtaining quotes

Work In Progress



I AM

- First cut video complete and shown at SMG on 27th February.
- Further editing required to complete for general release. On hold due to availability of internal Marketing resource
- Platform for delivery to be determined as new intranet remains outstanding.
- Poster campaign to support with QR for access to the video – now seeking to design and develop with TDP/external resources to continue development

Co-facilitators

- Assessment designed and format outlined – to be agreed by [✂]
- Availability of [✂] to be confirmed for assessment so dates can be determined ideally mid April (following Easter break). On hold until appropriate timings can be established following COVID-19.

Executive Sponsors

- Well supported at SMG and toolkits.
- High levels of engagement from some, less so in other areas
- Large departments still require broader Exec Sponsorship to support the agenda effectively

Collaboration Site & My States

- Requires regular update and oversight, effectiveness and usability. Former will be led by TJL role with oversight support from JL.

Quarterly Roundup Events

- December proved to be successful and useful for all TJLs who attended. Unanimously agreed they would like to continue in 2020
- First 2020 round-up to take an expo-style where TJLs can share activity and news beginning to take ownership of the community environment.
- On hold due to COVID-19

Coronavirus Response



Team Jersey Programme

Post Covid-19 Assumptions



- **Psychological impact** - Many staff will be impacted psychologically by the current pandemic. There will be health and well-being issues associated with the crisis, which will range from significant psychological health challenges to less serious issues of people suffering increased uncertainty and heightened anxiety. The impact will be short- and medium-term.
- **Financial Impact** - The Coronavirus will have a significant and far reaching impact on the public services in Jersey. All departments will be impacted by the short- and long-term financial pressures that the Government response to the pandemic will bring. This will result in the need for significant cost savings across all departments.
- **Workplace Culture will be impacted** - Ways of working during the crisis have, in many cases, been significantly changed. For example, remote working, new team configurations, services having to work together and collaborate, individuals having to respond to rapidly changing circumstances, increased pressure on teams and leaders. These changes will have had both negative and positive impacts on the workplace culture.
- **Refocus on TOMs** – There will be a requirement to focus on the TOMs of departments across government. This will be required in response to the financial impact on public services as well as lessons learnt from the crisis as to how best to re-configure services.
- **Team Support** – Teams will need support to review, reframe and reset their ways of working. This will require a consistent approach across departments.

Review/ Reframe/ Reset



How can we can Review?

There will be numerous lessons to be learnt from the experience the organisation is going through about how we create a positive culture. These insights will be across a range of different contexts.

- How well did we collaborate and work across departmental and team boundaries?
- How did our leadership groups respond and behave?
- How did colleagues respond?
- Did they receive the support and leadership required?
- How have we shifted our working practices what was successful what was not?

There are many valuable insights to be gained. The TJ programme must help build the lessons into our organisational response.

Review /Reframe/ Reset



How can we Reframe?

As part of the current experience we need to reframe how we deliver services, how we organise ourselves, how teams are configured and consider what the new behaviours and skills we must adopt and learn are. This will require leaders and colleagues to think differently about their roles, capabilities and ways of working with others.

The TJ programme needs to support individuals and the organisation to do this in a systematic and positive way. We need to collect and collate the new stories and myths, symbols, rituals and systems emerging from the current events. They will prove to be vital in rebuilding and using the crisis as a powerful lever in creating a positive workplace culture in the public services. It is a unique opportunity to accelerate positive changes and build for the future.

Review /Reframe/ Reset



How can we Reset?

The organisation has been changed by the crisis and will need to change as a result of the impact. This will require the organisation to reset itself - what it stands for, what it delivers and how it delivers services. Re-setting the organisations workplace culture is part of this. Some parts of the public service will have taken many positive lessons from the crisis and will be able to build on these. Others will have suffered and will have been damaged by the experience and already dysfunctional workplace and team cultures will have been damaged further by the crisis. The programme should support all parts of the organisation to reset for the future. Building on the positives and helping to repair the damage.

Potential options for the Programme



- Collecting the new and emerging stories and myths, symbols, rituals and systems across the organisation.
- Linking with and informing the 2020 staff survey to better understand workplace culture impact, staff engagement and lessons to be learnt about behaviours and ways of working.
- Supporting SLTs in reviewing the impact of the crisis on their departments.
- Work with ELT to ensure a consistent executive leadership response to Review, Reframe and Reset across departments and work with TOMs.
- Supporting departments in reviewing and resetting their TOMs.

Potential options for the Programme



- Support departments to rebuild and strengthen teams using the existing and new toolkits.
- Refocus the colleague sessions to support the 'I am Team Jersey' campaign. Replaying the lessons learnt, the positive behaviours and ways we have worked together to build and sustain a positive culture. Possibly refocusing some of the sessions in specific departments.
- Refocusing the leadership sessions on lessons learnt and providing a clear focus on high performing teams and leading collaboratively.
- Working with key departments where the crisis has further weakened the workplace culture and assisting them to repair and build for the future.

Recommendations



1. The Team Jersey team to identify a number of likely scenarios in relation to the future positioning of the programme and its role in supporting the Government of Jersey going forward post the coronavirus crisis.
2. The Team Jersey team to identify the specific support required by the organisation to include specific programme workstreams and timeline for the full resumption of the programme.
3. To provide a costed options paper to Programme Board for further discussion and to agree recommendations to go to ELT.



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	V1.3
Date issued:	24/04/2020

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
V1.0	[✂]	22 April 2020	Created
V1.1	[✂]	23 April 2020	Minor amends
V1.2	[✂]	24 April	Annex C Updated

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - No change. 168 workshops with 2,736 spaces delivered by mid Mar 2020, with 1,971 manager attendees, which at 72% overall is marginally below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to pause the programme with a review in June 2020 with continuous monitoring. - <i>Mitigation: Pull forward design work and associated areas of work that will support Departments and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - No change. 157 workshops with 3,140 spaces delivered by mid Mar 2020, with 1,725 colleague attendees, which at 55% is below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible 	☹️	☹️

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	<p>Owner (SRO) to pause the programme with a review in June 2020 with continuous monitoring.</p> <p>- <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i></p>		
	<p>- TJ Lead Programme:</p> <p>- No change. Presently 150 active TJ Leads – a decrease of 1 on last month - of which 117 have completed training, resulting in 9 additional trained leads. 14 others in training, with balance awaiting an appropriate time.</p> <p>- TJ Lead Academy programme for 2020 commenced, with first workshops held and further ones plans for year.</p> <p>- Active engagement with TJ Leads to allocate areas of focus and responsibility.</p> <p>- RAG status reflects:</p> <p>- COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to pause the training with a review Mid-May 2020 with continuous monitoring.</p> <p>- <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Planned contact with TJL via email. Detail articulated in Change Request CR03/20.</i></p>	☹️	☹️

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Talent Strategy	<p>- This has been progressed with a session recently to review the initial piece of work. International Benchmarking has taken place to understand the global perspective. Next steps have been identified:</p>	😊	😊

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	<ul style="list-style-type: none"> - Options Paper drafted and will be presented next Thursday (23rd April); - Talent Charter to be developed; - Option Framework. 		
Employer Engagement	- Currently paused. Review taking place at the end of April 2020.	😊	😞

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	- Project on hold whilst resource in the business is being diverted to business continuity activity. All planned activity will be delivered at a later date.	😊	😞
GHE – Regulation Team	- Project fully delivered and completed. Formally closes.	😊	😊

2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- A review of the Programmes Governance has commenced. An emergent finding is that there is an opportunity to build on the initial Programme Plan and Deployment Plan providing further assurance.	😊	😞
Communications	- RAG changed to AMBER due to Team Jersey Programme Staff supporting the Communications Team as a result of COVID-19. Other Team Jersey Programme Staff are providing assistance to People Services, in particular the Wellbeing Team also as a result of COVID-19.	😊	😞
Programme management	- Programme function jointly established and satisfactorily functioning between GoJ and TDP.	😊	😊

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

<p>Budget</p>	<p>- Programme remains within budget for 2020. However, due to the impact of COVID-19 the budget for 2021 at present is likely to be insufficient to deliver work from 2020 re-scheduled for 2021. The TJ Programme Operations Board have identified this as a risk.</p>		
<p>Issues and risks</p>	<p>- Issues and risks identified and being managed now on one consolidated register. In addition the TJ Programme Manager is liaising with the GoJ Risk Advisor to understand the Corporate Risk Strategy so that it may be applied to the TJ Programme.</p>		

3 Reports from groups

3.1 Operations Board

The Ops Board has met twice since the last report to plan and 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 last report.

3.3 Commercial Group

The Commercial Group has not met since last report. However, it is in the process of agreeing a date for a virtual Board meeting.

4 Programme communications

The communication strategy is being reviewed to due to pressures on the Central Communication as a result of COVID-19.

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

Table shown overleaf is forecast budget status for end March 2020 (Also see explanatory comments above).

Project / activity:	TJ Programme Finances
Document:	2020 Budget Tracker
Last updated:	22-Apr-20

Year to date				
Expenditure Item	Actual	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 2	£164,803	£155,065	-£9,738	-6%
Phase 3	£40,784	£40,784	£0	0%
Expenses	£27,683	£27,683	£0	0%
Total:	£233,270	£223,532	-£9,738	-4%
Staff	-£3,184	-£3,184	£0	0%
Buildings & Equipment	£33,762	£33,762	£0	0%
Systems & Office Costs	£3,367	£3,367	£0	0%
Training Facilities	£1,629	£1,629	£0	0%
Other	£151	£151	£0	0%
Total:	£268,994	£259,257	-£9,738	-4%

Notes:

1. Variance in TDP Contract: Phase 2 now higher due to Cancellation Fees from TDP (£10,331.00) and extra Colleague sessions run in lieu of TJ Leads (£4393.75)

2. Variance in Staff due to accrual carried forward from 2019

3. Occupancy for The Parade to the COVID-19 team took place from the 16 March and the States Police have been utilising Bermuda House with effect from the 13th April, both remain in situ. Premises costs for both these buildings continue to be drawn from the TJ Programme Budget.

4. As a result of COVID-19, re-positioning of staff on a temporary basis has been required to support People Services and Communications. The Team Jersey Learning and Engagement Manager (from 23rd March) and Employee Participation Manager (16th

March) have been supporting Communications. The Head of HR Consulting TDP (from 20th March) has been supporting People Services. The Team Jersey Learning and Engagement Manager and the Head of HR Consulting TDP are on consultancy rates with the Employee Participation Manager being a permanent GoJ member of staff. All costs for these roles have been paid for out of the TJ Programme Budget.

7 Programme risks









Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	M	M	<p>Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change</p> <p>In addition, a full Programme Plan is being built covering all Phases and bespoke additional work as a result of COVID-19</p>
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

Ops Bd	Uncertainty on length of suspension of the phase 2 leadership colleague and Team Jersey leads sessions. Leading to loss of momentum of the programme.	H	H	H	<ul style="list-style-type: none"> - Ongoing increased support over the next three months of the I am Team Jersey and MAM campaigns to maintain Team Jersey momentum - Work over the next three months to deliver all collateral and materials required for re launch of the sessions when required. - Commenced work to develop a Team Jersey re-engagement plan for the summer and autumn.
Ops Bd	Loss of premises to deliver the colleague sessions with potential extension of the programme beyond June. (Parade)	H	H	H	Review of lease arrangements for the Parade to extend into Q4 and 2021.
Ops Bd	Availability of UK based facilitators due to ongoing travel restrictions	M	M	L	Replacement with Island based staff to deliver sessions. Training of internal resources to co-deliver.
Ops Bd	Key GoJ Team Jersey staff unavailable to support the immediate programme due to secondment to COVID-19 response team and work around planning, design, communications and engagement.	H	H	L	Ongoing review of GoJ team, including secondment of colleagues from people services to support activity.
Ops Bd	Lengthy recovery phase for special project departments in the front line of COVID-19 crisis. Workplace culture issues deteriorate.	M	H	H	Undertake review with Departments in 6 weeks to identify issues and plan mitigation if required.




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.
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.

RAG:  Actively Managed  Under Review  Needs Intervention  Not Started  Completed

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		<p>No change.</p> <p>COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring.</p> <p>- <i>Mitigation:</i></p> <ul style="list-style-type: none"> ○ <i>Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> ○ <i>Consider review of engagement approach.</i>
		Phase 3		<p>No change.</p> <p>COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring.</p> <p>- <i>Mitigation:</i></p> <ul style="list-style-type: none"> ○ <i>Pull forward design work and associated areas of work that will support and add value during this challenging period.</i>

				<p><i>Detail articulated in Change Request CR03/20.</i></p> <p><i>- Consider review of engagement approach.</i></p>
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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			- Not presently measured
1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ			- Not presently measured
2. Engagement in programme				
2.1	Increased staff engagement			- Not presently measured
2.2	Improvement in staff commitment			- Not presently measured
2.3	Improvement in relationships			- Not presently measured
3. Improvement in public and partner perception of GoJ performance				
3.1	Public perception			- Not presently measured

Appendix B: Present TJ Lead recruitment and training status

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	Accepted	Applied	Waiting
CLS	19	17					2
COO	9	7					2
CYPES	16	14					2
GHE	15	13	1				1
HCS	47	30	6			5	6
JHA	22	11	5			1	5
Non-Mins	4	3					1
OCE	6	1	1				4
SPPP	3	2	1				
STE	20	19					1
Total	161	117	14	0	0	6	24



Last updated: 22 April 2020

Note: Departmental targets presently under review to better establish a fully balanced representation.

Appendix C: Change Request (CR03-20v2.1 19 Mar 20_ISSUED_PR) Update against deliverables

Workstream	Consultant Days	Design Days	Production Days	Total	Forecasted Completion Date	Current RAG
Workstreams within the Change Request						
COVID-19 Guidance for Managers & Colleagues	1	5	2	8	May 2020	😊
Finalising the colleague bitesize session		2	0.5	2.5	April 2020	😊
Values toolkit		10	5	15	May 2020	😊
Schools toolkit for colleagues		30	15	45	June 2020	⚪
Support the design of the future culture & values on-boarding		16	0	16	June 2020	😊
Design of collateral and production for I am Team Jersey campaign		5	2	7	May 2020	😊
Content and Design support for My Actions Matte		8	4	12		😊

Workstream	Consultant Days	Design Days	Production Days	Total	Forecasted Completion Date	Current RAG
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Work proceeding outside the Change Request						
Leadership Coaching	-	-	-	-	July 2020	
Colleague Children's Services Finalise					On-hold	

Please note:

1. The cost to deliver the Coaching Workstream is being consumed within the invoice for the TDP Programme Director's and Head of Programmes monthly invoice and current workload.

RAG:  Actively Managed  Under Review  Needs Intervention  Not Started  Completed



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	V1.3
Date issued:	26 June 2020

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
V1.0	[X]	16 June 2020	Created
V1.1	[X]	17 June 2020	Input from [X]
V1.2	[X]	19 June 2020	Updates from A Bell
V1.3	[X]	26 June 2020	Financials updated

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - No change. 168 workshops with 2,736 spaces delivered by mid Mar 2020, with 1,971 manager attendees, which at 72% overall is marginally below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, is was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to pause the programme with a review in June 2020 with continuous monitoring. - <i>Mitigation: Pull forward design work and associated areas of work that will support Departments and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - No change. 157 workshops with 3,140 spaces delivered by mid Mar 2020, with 1,725 colleague attendees, which at 55% is below KPI target attendance of 75%. - RAG status reflects: <ul style="list-style-type: none"> - COVID-19: has impacted on attendance as expected. Therefore, is was agreed by the Project Directors in consultation with the Programmes Senior Responsible 	☹️	☹️

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	<p>Owner (SRO) to pause the programme with a review in June 2020 with continuous monitoring.</p> <p>- <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i></p>		
	<p>- TJ Lead Programme:</p> <p>- No change. Presently 150 active TJ Leads – a decrease of 1 on last month - of which 117 have completed training, resulting in 9 additional trained leads. 14 others in training, with balance awaiting an appropriate time.</p> <p>- TJ Lead Academy programme for 2020 commenced, with first workshops held and further ones plans for year.</p> <p>- Active engagement with TJ Leads to allocate areas of focus and responsibility.</p> <p>- RAG status reflects:</p> <p>- COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to pause the training with a review Mid-May 2020 with continuous monitoring.</p> <p>- <i>Mitigation: Pull forward design work and associated areas of work that will support and add value during this challenging period. Planned contact with TJL via email. Detail articulated in Change Request CR03/20.</i></p>	☹️	☹️

2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Talent Strategy	<p>- This has been progressed with a session recently to review the initial piece of work. International Benchmarking has taken place to understand the global perspective. Next steps have been identified:</p>	😊	😊

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	<ul style="list-style-type: none"> - Options Paper drafted and will be presented next Thursday (23rd April); - Talent Charter to be developed; - Option Framework. 		
Employer Engagement	- Early years and Schools Engagement Workstream already recommended	😊	😐

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	- Project on hold whilst resource in the business is being diverted to business continuity activity. All planned activity will be delivered at a later date. Discussions underway to re-start Project	😊	😐
GHE – Regulation Team	- Project fully delivered and completed. Formally closed.	😊	😊

2.5 Progress with Programme functions

Element	Commentary	Previous Status	Present Status
Governance	- A review of the Programmes Governance has commenced. An emergent finding is that there is an opportunity to build on the initial Programme Plan and Deployment Plan providing further assurance.	😊	😊
Communications	- RAG changed from AMBER to GREEN due to Team Jersey Programme Staff supporting the Communications Team as a result of COVID-19 released back.	😐	😊
Programme management	- Programme function jointly established and satisfactorily functioning between GoJ and TDP.	😊	😊
Budget	- Programme remains within budget for 2020. However, due to the impact of COVID-19 the budget for 2021 at	😊	😐

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	present is likely to be insufficient to deliver work from 2020 re-scheduled for 2021. The TJ Programme Operations Board have identified this as a risk.		
Issues and risks	- Issues and risks identified and being managed now on one consolidated register. The TJ Programme Manager has been provided guidance from the Head of Risk and GoJ Risk Advisor – guidelines and strategy are being reviewed with a view to implement the GoJ Risk methodology to the TJ Programme.	😊	😊

3 Reports from groups

3.1 Operations Board

The Ops Board has met 3 times since the last report to plan and 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 last report.

3.3 Commercial Group

The Commercial Group has not met formally since last report. However, the Team Jersey Programme Manager has had two meetings with the GoJ Head of Strategic Sourcing. An informal Commercial Board is scheduled for the 1 July 2020.

4 Programme communications

The communication strategy is being reviewed due to pressures on the Central Communication as a result of COVID-19.

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

Table shown overleaf is forecast budget status for end May 2020 (Also see explanatory comments above).

Project / activity: TJ Programme Finances
Document: 2020 Budget Tracker
Last updated: 26-Jun-20

Year to date				
Expenditure Item	Actual	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 2	£283,628	£376,580	£92,953	33%
Phase 3	£111,960	£126,076	£14,116	13%
Expenses	£33,683	£50,088	£16,405	49%
Total:	£429,271	£552,744	£123,473	29%
Staff	£63,238	£78,413	£15,175	24%
Buildings & Equipment	£81,605	£91,749	£10,144	12%
Systems & Office Costs	£3,367	£5,742	£2,375	71%
Training Facilities	£1,629	£2,895	£1,267	78%
Other	£151	£1,901	£1,750	1157%
Total:	£579,261	£733,445	£154,184	27%

Notes:

1. Variance in Staff due to accrual carried forward from 2019

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 In addition, a full Programme Plan is being built covering all Phases and bespoke additional work as a result of COVID-19
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

Ops Bd	Uncertainty on length of suspension of the phase 2 leadership colleague and Team Jersey leads sessions. Leading to loss of momentum of the programme.	H	H	H	<ul style="list-style-type: none"> - Ongoing increased support over the next three months of the I am Team Jersey and MAM campaigns to maintain Team Jersey momentum - Work over the next three months to deliver all collateral and materials required for re launch of the sessions when required. - Commenced work to develop a Team Jersey re-engagement plan for the summer and autumn.
Ops Bd	Loss of premises to deliver the colleague sessions with potential extension of the programme beyond June. (Parade)	H	H	H	Review of lease arrangements for the Parade to extend into Q4 and 2021.
Ops Bd	Availability of UK based facilitators due to ongoing travel restrictions	M	M	L	Replacement with Island based staff to deliver sessions. Training of internal resources to co-deliver.
Ops Bd	Key GoJ Team Jersey staff unavailable to support the immediate programme due to secondment to COVID-19 response team and work around planning, design, communications and engagement.	H	H	L	Ongoing review of GoJ team, including secondment of colleagues from people services to support activity.
Ops Bd	Lengthy recovery phase for special project departments in the front line of COVID-19 crisis. Workplace culture issues deteriorate.	M	H	H	Undertake review with Departments in 6 weeks to identify issues and plan mitigation if required.
Ops Bd	Spike in COVID-19 cases may require further Programme Suspension	M	H	H	Deliver sessions on-line




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.
1.4	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.

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

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		<p>No change.</p> <p>- COVID-19: has impacted on attendance as expected. Therefore, it was agreed by the Project Directors in consultation with the Programmes Senior Responsible Owner (SRO) to suspend the programme until 20 April with continuous monitoring.</p> <p>- <i>Mitigation:</i></p> <ul style="list-style-type: none"> ○ <i>Pull forward design work and associated areas of work that will support and add value during this challenging period. Detail articulated in Change Request CR03/20.</i> ○ <i>Consider review of engagement approach.</i>
		Phase 3		- Continue to work with People services to assist launch relevant systems.

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			- Not presently measured

1.2	Values identified within diagnostic final report and enhanced within phase 2 are embedded across GOJ		- Not presently measured
2. Engagement in programme			
2.1	Increased staff engagement		- Not presently measured
2.2	Improvement in staff commitment		- Not presently measured
2.3	Improvement in relationships		- Not presently measured
3. Improvement in public and partner perception of GoJ performance			
3.1	Public perception		- Not presently measured

Appendix B: Present TJ Lead recruitment and training status

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	Accepted	Applied	Waiting
CLS	19	17					2
COO	9	7					2
CYPES	16	14					2
GHE	15	13	1				1
HCS	47	30	6			5	6
JHA	22	11	5			1	5
Non-Mins	4	3					1
OCE	6	1	1				4
SPPP	3	2	1				
STE	20	19					1
Total	161	117	14	0	0	6	24

Last updated: 22 April 2020

Note: Departmental targets presently under review to better establish a fully balanced representation.

Appendix C: Change Request (CR03-20v2.1 19 Mar 20_ISSUED_PR) Update against deliverables

Workstream	Consultant Days	Design Days	Production Days	Total	Forecasted Completion Date	Current RAG
Workstreams within the Change Request						
COVID-19 Guidance for Managers & Colleagues	1	5	2	8	Complete	☺
Finalising the colleague bitesize session		2	0.5	2.5	Complete	☺
Values toolkit		10	5	15	May 2020	☺
Schools toolkit for colleagues		30	15	45	June 2020	☹
Support the design of the future culture & values on-boarding		16	0	16	June 2020	☺
Design of collateral and production for I am Team Jersey campaign		5	2	7	May 2020	☹
Content and Design support for My Actions Matte		8	4	12	May 2020	☹

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

Workstream	Consultant Days	Design Days	Production Days	Total	Forecasted Completion Date	Current RAG
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Work proceeding outside the Change Request						
Leadership Coaching	-	-	-	-	July 2020	

Please note:

1. The cost to deliver the Coaching Workstream is being consumed within the invoice for the TDP Programme Director's and Head of Programmes monthly invoice and current workload.

RAG:  Actively Managed  Under Review  Needs Intervention  Not Started  Completed



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	V1.4
Date issued:	9 Oct 2020

Confidential

History

Version	Issued By	Issue Date	Notes / Amendments from Previous Version
V0.0	[S&K]	25 Aug 2020	New format in DRAFT created
V0.0	[S&K]	3 Sep 2020	Updated format to separate Annex A as a new Quarterly Review
V1.0	[S&K]	4 Sep 2020	Updated as now a live document post GoJ Programme Director sign-off on format
V1.1	[S&K]	14 Sep 2020	Input from TJ Communications & Engagement Lead
V1.2	[S&K]	5 Oct 2020	TDP Update and Updated Programme Budget
V1.3	[S&K]	8 Oct 2020	Refined Programme Summary
V1.4	[S&K]	8 Oct 2020	Operations Board Amends

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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	<p>- Leader Programme:</p> <ul style="list-style-type: none"> - Sessions restarted in August & September with reduce numbers for social distancing. - Some concern over number of delegates per session and dropouts at short notice which has led to cancellations in the first month. This is being mitigated through improved connection with departments, working with Exec sponsors and an improved booking process. Attendance will continue to be monitored at the TJ Ops Board with mitigation options being explored. 	☹️	☹️
	<p>- Colleague Programme:</p> <ul style="list-style-type: none"> - Sessions restarted in September with reduced numbers for social distancing. 	☹️	😊
	<p>- TJ Lead Programme:</p> <ul style="list-style-type: none"> - A framework has been set to carry out full data analysis of TJ Leads which includes, by Directorate and the working level within that department. The result of the exercise will confirm the number of active TJ Leads and who is no longer active/with the organisation. It will provide a clear heat map of gaps across the organisation for TJ Leads. - New TJ Lead cohort is planned for November. Recruitment for this has already generated engagement from Health with a further 8 to be recruited. 	☹️	😊

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

	<p>- As a result of COVID-19 the TJ Lead Programme has not been individual's main focus and is being addressed by a suite of activities over the next 6-8 weeks.</p>		
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2.2 Progress with Phase 3

Element	Commentary	Previous Status	Present Status
Talent Strategy	<p>- A scope has been agreed with [X] for the remainder of the workstream, work starts in Oct and will conclude by the end of the year.</p>	😊	😊
Employer Engagement	<p>- Strategic workforce plan workshops and 1-2-1's to be completed by Mid Oct. Report schedule to be presented end of Nov. Other workstreams including schools engagement on going.</p>	😊	😊

2.3 Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children's Social Work	<p>- Agreed the scope for the remainder of the project. Work started in Sept and will continue into next year.</p>	😊	😊
Adult Social Care & Mental Health	<p>- Initial scoping discussed with Health, a follow up meeting to finalise the scope is planned for early Oct.</p>		😊
Maternity	<p>- Engaging with the Team to agree scope (early Nov)</p>		
TJ My Welcome	<p>- First draft of the session received from [X] and feedback shared early Oct. Expected to be finalised Mid Nov.</p>		😊

2.4 Update on the Change Request CR03/20: Team Jersey Re-alignment

Element	Commentary	Previous Status	Present Status
Values Toolkit	- Design agreed with design group, target date of end of Dec for production & delivery.		
Schools Toolkit for colleagues	- Work suspended		
Future Culture and Values On-Boarding (TJ My Welcome)	- Face to Face Design and Delivery completed		
I Am Team Jersey Campaign	- Complete		
My Actions Matter	- Complete		

RAG: Actively Managed Under Review Needs Intervention Not Started Completed

3 Programme Communications and Engagement

- Summary

We have now delivered 7 editions of the We are Team Jersey Newsletter and will now replace Changing States as a result of its success as a people channel. The Newsletter has to date been ad-hoc and will now be a monthly publication with continuous review to remain both engaging and working in line with the style of the new intranet. The aim is for the Newsletter to be user lead/generated.

- Capacity of the Learning & Engagement Team has now been recruited/fulfilled, with the immediate focus to bring them up to speed on the TJ Programme, in particular on delivery and content of the sessions.

- Currently working with internal communications to review and develop our communication and engagement strategy for next 18 months.

4 Programme budget

Project / activity:	TJ Programme Finances
Document:	2020 Budget Tracker
Last updated:	06-Oct-20

Expenditure Item	Year to date		Variance (£)	Variance (%)
	Actual	Forecast		
TDP Contract				
Phase 2	£448,680	£501,146	£52,467	12%
Phase 3	£192,848	£225,276	£32,428	17%
Expenses	£70,007	£80,141	£10,134	14%
Total:	£711,534	£806,562	£95,028	13%
Staff	£139,867	£165,722	£25,855	18%
Buildings & Equipment	£134,084	£172,606	£38,522	29%

Systems & Office Costs	£4,279	£10,167	£5,887	138%
Training Facilities	£1,700	£4,230	£2,529	149%
Other	£0	£3,332	£3,332	0%
Total:	£991,465	£1,162,619	£171,154	17%

To Note:

1. Programme Financials have been re-forecasted to work on a reduced Budget of £1.67m.

5 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	L	L	<p>Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change</p> <p>In addition, a full Programme Plan is being built covering all Phases and bespoke additional work as a result of COVID-19</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>Changed to Low (Green) as the TJ Programme has such a comprehensive and robust change control mechanism operating.</p>
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	<p>Ensure 'buy-in' at senior level and effective internal communication to raise awareness</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>New Executive Sponsor is being approached for Health. TJ Programme Directors arranging ELT sessions.</p>
110	Union disengage from or resist programme	L	L	L	<p>Effective internal communication to gain buy-in and ensure union involvement in programme design</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>Overall RAG moved from Medium (Amber) to Low (Green).</p>
111	Failure engage internal stakeholders	Closed	Closed	Closed	<p>Develop stakeholder engagement plan and execute</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>TJ Programme Directors agreed that this risk can now be closed.</p>

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

112	Demand from other initiatives drawing down on available TDP resources.	L	L	L	<p>Monitor demand and focus on priorities</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>Following review it was agreed that this is currently Low (Green)</p>
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.	Closed	Closed	Closed	<p>Maintain close liaison with supplier and operate rigorous monitoring procedures. Escalate any potential issues for joint consideration and resolution</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>On review TJ Programme Directors agreed that this risk can now be closed.</p>
Ops Bd	Uncertainty on length of suspension of the phase 2 leadership colleague and Team Jersey leads sessions. Leading to loss of momentum of the programme.	Closed	Closed	Closed	<p>Ongoing increased support over the next three months of the I am Team Jersey and MAM campaigns to maintain Team Jersey momentum</p> <p>Work over the next three months to deliver all collateral and materials required for re launch of the sessions when required.</p> <p>Commenced work to develop a Team Jersey re-engagement plan for the summer and autumn.</p>
Ops Bd	Loss of premises to deliver the colleague sessions with potential extension of the programme beyond June. (Parade)	Closed	Closed	Closed	<p>Review of lease arrangements for the Parade to extend into Q4 and 2021.</p>
Ops Bd	Availability of UK based facilitators due to ongoing travel restrictions	M	M	L	<p>Replacement with Island based staff to deliver sessions. Training of internal resources to co-deliver.</p>

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

Ops Bd	Key GoJ Team Jersey staff unavailable to support the immediate programme due to secondment to COVID-19 response team and work around planning, design, communications and engagement.	Closed	Closed	Closed	Ongoing review of GoJ team, including secondment of colleagues from people services to support activity.
Ops Bd	Lengthy recovery phase for special project departments in the front line of COVID-19 crisis. Workplace culture issues deteriorate.	L	L	L	On-going review with Departments to identify issues and plan mitigation if required.
Ops Bd	Spike in COVID-19 cases may require further Programme Suspension	M	M	M	Work complete to mitigate – shift to blended learning if risk matures.

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

Programme Board Briefing Paper

Team Jersey Programme extension

Background

The Team Jersey programme is currently run by an inhouse team partnering with external contracted provider TDP. TDP were awarded a contract in 2018 to end in March 2021, this included 3 phases of activity.

Due to the COVID pandemic all face to face delivery and in department engagement activity was suspended from March 2020 and did not fully resume until September 2020. This has impacted on the momentum of the programme and although areas of the organisation have kept their department cultural activity alive, there is evidence that some areas have not. The volume of activity and pressure on some teams during COVID has had a detrimental effect on resilience of teams, morale and working relationships. The programme itself has been unable to meet its objectives due to a 6 month suspension and early indications show that engagement in the programme has been impacted and that the TJ lead community who are fundamental to programme success need support to reinvigorate activity at a department level.

In considering the impact of Covid on the activity contracted with TDP, we have completed about 50% of the face to face delivery and at the end of the current contract in March 2021 between 180 and 220 days of face to face activity planned in the current contract will not have been delivered. This includes Colleague, Leadership and Team Jersey lead workshops.

Building in house capability is fundamental to sustain the programme and the development of an inhouse team which was always planned has been delayed as those appointed before COVID were redeployed and did not commence work on the programme until September 2020. In addition recruitment for additional in house facilitators was delayed by 6 months but is now underway. By January 2021 the colleague programme will be delivered in house, the internal team will be co-delivering the leadership sessions alongside TDP facilitators, co-delivering department based activity and managing all programme engagement activity.

Funding for the programme

The Team Jersey programme was allocated monies through the Government Plan (GP) until March 2021. The funding available in the GP for 2021 is £252k which does not meet the contractual obligations for the existing contract for TDP let alone fund the inhouse costs for the team. Therefore, to meet the contractual obligations of the current contract and to extend the programme and the contract with TDP as partner provider, further funding is required. As agreed by John Quinn, Accounting Officer for COO, the funding required for the programme as a

whole will be taken from the P and CS existing growth monies to the sum of £1.250m in 2021 and a further £300K in 2022. It should be noted that the Team Jersey Programme gave up £200K of funding in 2020 which reflected the slowed delivery.

Extension of TDP contract - specification

In considering the specification of an extension of the TDP contract its needs to be understood that the Government of Jersey internal team will lead certain elements of the Team Jersey programme and the contract extension with TDP will not include all programme deliverables but will include the elements where the GoJ team need additional capacity and/or expertise to build the programme and capability. In addition there is a current contractual obligation for days not delivered due to Covid which require an extension of contract to complete.

The extension of the contract will allow:

- the completion of deliverables identified in the current contract that have been delayed due to COVID.
- the realignment of the programme and content to meet identified need as a result of the Be Heard survey, work within Departments and to support the People Strategy.
- new work to build capability of the internal team.
- new work to promote ownership and support department cultural development activity and address highlighted concerns at a department level where necessary.

Extension of existing contract to allow deliverables not achieved due to the suspension of the programme will include:

- Continue to run and develop of existing leadership and colleague programme bitesize training.
- Working alongside the internal GoJ team - Review of the Leaders Launch and all existing bitesize to ensure they remain relevant and align to the response to the Be Heard survey.
- The co delivery with GoJ nominated trainers of leaders launch, leaders bitesize and Team Jersey lead training and Academy for the period March 2021 to March 2022.
- To support TJ lead community activity and design of interventions or toolkits to support bottom up behaviour change.
- Training internal and Government of Jersey nominated providers to deliver Leadership launch, Team Jersey Leaders and Colleague bitesize sessions, Team Jersey lead training sessions and Team Jersey Lead Academy.

Additional deliverables to be included in the extension of contract for the period April 2021 to March 2022 are specified below:

1) Design of new Team Jersey workshop content

The TJ programme currently consists of 2 x Colleague sessions, 1 x one day Leaders launch, 4 x half day Leaders bitesize sessions plus for TJ Leads a 3 day induction programme with 1 additional day for facilitation skills and 4 x half day TJ lead Academy bitesize sessions. Going forward there is a need to renew and refresh the delivery programme to include additional workshops, topics and/or skills training identified to support cultural change aligned to other Government of Jersey priority areas such as the ITS, Agile working and issues identified through the 'Be Heard' survey and other diagnostics activity. These will be available to offer to the whole of government or to use to target support as required.

2) Consultancy support

To date special projects undertaken in departments have had a measurable impact on performance, relationships and have embed the organisation values and behaviours. The realignment of the Team Jersey programme means that from September 2020 we will be doing more work at a department level to help them refocus their cultural development efforts and teams post COVID. This together with the outcomes of the BeHeard survey will lead to the identification of areas of the organisation which are dysfunctional or need support to tackle identified cultural issues. Implementing department specific interventions using a consultancy model to contract and deliver appropriate support and development will provide a more focused response to organisational and cultural improvement.

3) Creating capability within People and Corporate Service

As part of the sustainability plan for Team Jersey, TDP is required to support knowledge and skills transfer and capability building in the People and Corporate Services function. Through:

- Developing internal consultancy skills with People Services business partners and other partners within COO to include the scoping of activity, contracting, analysis and diagnostics, and internal consultancy behaviours.
- Actively supporting the practice of these skills and behaviours by working alongside internal business partners in the design and delivery of internal consultancy services so they learn through real experiences. The provider acting as mentor and providing coaching support to team members to support their development.
- Develop and deliver a programme to develop the knowledge and confidence People Services Business Partners, Consultancy and OD in the professional skills framework CIPD in particular the areas of managing change and culture.
- Work with the internal Team Jersey and OD teams to co-create an internal consultancy toolkit to enable a consistent and professional approach to the delivery of internal consultancy beyond December 2022.

Next steps

In considering the priorities for the Team Jersey programme in 2021 it is recommended that the Board meeting planned for the end of October is used to identify high level outcomes for the coming period of the programme and to sign off the contract extension from TDP.

[✂]

30/09/20



Team Jersey Programme

Programme Progress Report

Document:	Monthly update to Programme Board
Created by:	[✂]
Version:	v1.0
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Confidential

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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








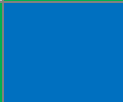
2.1 Progress with Phase 2

Element	Commentary	Previous Status	Present Status
Phase 2 progress	<p>Leader Programme:</p> <ul style="list-style-type: none"> - Running workshops as planned but experience mixed levels of attendance, which is resulting in some cancellations. Covid concerns or pressure of work evidently a factor. - Moving to online delivery from W/C 23 November. 	☹️	☹️
	<p>Colleague Programme:</p> <ul style="list-style-type: none"> - Good levels of workshop attendance in October and November – some concerns for bookings in December. 	😊	😊
	<p>TJ Lead Programme:</p> <ul style="list-style-type: none"> - Presently 124 active leads, and nine additional in training. Two new cohorts planned for Q1 2021, targeting recruitment in JHA and HCS. - Recent pulse survey revealed mixed engagement levels among existing leads, with average at 50%. Contributing factors include increased workloads, demand and pressure notably due to C19, time constraints, lack of management support, reduced belief in senior leaders' authenticity in culture and wellbeing and low morale and fatigue. - A series of follow up workshops with TJ Leads are planned in response to draw out constructive ideas, methods and actions, and create a plan. 	😊	☹️

2.2 Progress with Phase 3

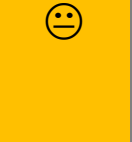



Element	Commentary	Previous Status	Present Status
Talent Strategy	- Work making good progress with [X]- due to be presented to PCS SLT next week then to Op Co on 1 Dec.		
Employer Engagement	- SWP report being finalised next week - it will be presented to the SG on 9th Dec & then to the Chief Minister and Chief Exec		

2.3 Progress with department-specific requests for cultural change support

Element	Commentary	Previous Status	Present Status
CYPES – Children’s Social Work	- Further sessions taking place in Dec with Teams, work will continue into 2021.		
Adult Social Care & Mental Health	- The workshop has been completed to discuss project scope. - Next step produce scope for approval Workshop completed to discuss project scope.		
Maternity	- The workshop has been completed to discuss project scope. - Next step produce scope for approval.		
TJ My Welcome	- Complete		

RAG:  Actively Managed  Under Review  Needs Intervention  Not Started  Completed

2.4 Update on the Change Request CR03/20: Team Jersey Re-alignment

Element	Commentary	Previous Status	Present Status
Values Toolkit	- Prototype arrived and is being tested with teams, before going into production.		
Schools Toolkit for colleagues	- Work suspended.		

RAG:  Actively Managed  Under Review  Needs Intervention  Not Started  Completed

3 Programme Communications and Engagement

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

4 Programme budget

Expenditure Item	Budget	Forecast	Variance (£)	Variance (%)
Full year	£1,863,953	£1,549,993	£313,960	17%
Year to date				
	Actual	Forecast	Variance (£)	Variance (%)
TDP Contract				
Phase 2	£512,094	£493,414	-£18,680	-4%
Phase 3	£216,620	£210,395	-£6,225	-3%
Expenses	£72,675	£80,481	£7,806	11%
Total:	£801,389	£784,289	-£17,099	-2%
Staff	£194,198	£179,437	-£14,761	-8%
Buildings & Equipment	£174,284	£175,064	£780	0%
Systems & Office Costs	£6,176	£5,697	-£480	-8%
Training Facilities	£1,898	£2,819	£921	49%
Other	£0	£1,166	£1,166	0%
Total:	£1,177,945	£1,148,472	-£29,473	-3%

Notes:

1. Variance in TDP Contract: Increased TJ Lead learning and development activity than included in Q3 reforecast
2. Variance in Staff: Increased spend on programme management and programme admin.

5 Programme risks

Key risks shown below:

Ref	Risk	Likelihood	Severity	Impact	Mitigation
104	Programme Scope Creep	M	L	L	<p>Implement robust change control and configuration control mechanisms that identify the processes and approvals needed to implement change</p> <p>In addition, a full Programme Plan is being built covering all Phases and bespoke additional work as a result of COVID-19</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>Changed to Low (Green) as the TJ Programme has such a comprehensive and robust change control mechanism operating.</p>
109	Fail to gain staff acceptance of Team Jersey programme	M	H	H	<p>Ensure 'buy-in' at senior level and effective internal communication to raise awareness</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>New Executive Sponsor is being approached for Health. TJ Programme Directors arranging ELT sessions.</p>
110	Union disengage from or resist programme	L	L	L	<p>Effective internal communication to gain buy-in and ensure union involvement in programme design</p> <p><u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u></p> <p>Overall RAG moved from Medium (Amber) to Low (Green).</p>

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

112	Demand from other initiatives drawing down on available TDP resources.	L	L	L	Monitor demand and focus on priorities <u>Updated: Reviewed at Ops Board, dated 3 Sep 20.</u> Following review it was agreed that this is currently Low (Green)
Ops Bd	Availability of UK based facilitators due to ongoing travel restrictions	M	M	L	Replacement with Island based staff to deliver sessions. Training of internal resources to co-deliver.
Ops Bd	Lengthy recovery phase for special project departments in the front line of COVID-19 crisis. Workplace culture issues deteriorate.	L	L	L	Ongoing review with Departments to identify issues and plan mitigation if required.
Ops Bd	Spike in COVID-19 cases may require further Programme Suspension	M	M	M	Move to issue log – actively manage.

RAG: ■ Actively Managed ■ Under Review ■ Needs Intervention ■ Not Started ■ Completed

Proposal paper for the realignment of the Team Jersey Programme post Covid- 19

1. Purpose

The purpose of this paper is to provide the Team Jersey Board with a proposal for the realignment of the Team Jersey (TJ) Programme to ensure the continued delivery of agreed programme outcomes while meeting the changing needs of the organisation as a result of the Covid-19 pandemic.

2. Background

The TJ programme is initially a three-year programme designed to help us transform public services, build on the positive aspects of our organisation and develop a culture of team work, collaboration, learning and innovation. The programme commenced with a discovery and diagnostic phase undertaken by our partner TDP Development. The phase one report published in April 2019 identified a number of issues that we need to address as an organisation and phase 2 and 3 of the programme were developed in response.

Phase 2 is about everyone getting involved and includes a series of workshops and learning interventions which build on our strengths and helps our people to understand how we need to adapt our organisational 'habits' to successfully deliver a positive workplace culture. This was partially delivered through colleague and leadership workshops each covering aspects of how all staff could contribute to creating a positive workplace culture and how leaders could shape a positive culture in their teams and departments. The leader workshops also provided the opportunity for more in-depth exploration of relevant tools and techniques to assist them in their role.

To support the development of capability the TJ programme has designed and led a series of facilitated sessions with ELT and SLT's in departments to support their development to become high performing teams. Outside of the original scope and delivering additional value.

Phase 2 also includes building a Team Jersey Lead (TJL) community who have been provided with additional training to assist them in delivering activity and sessions in their departments with colleagues to promote and role model positive behaviours and values.

Phase 3 was about creating a longer-term legacy for the government of Jersey to build our capability and capacity as an organisation. This has in the main been completed with one remaining work stream looking at Talent strategy and development which remains on track.

In addition, the TJ central team have also built an employer's forum with representation of employers across all sectors in the island coming together to work on shared projects which will impact on the development of Jersey talent and link the public service as an employer with other sector employers in Jersey thus leveraging island partnerships.

The Team Jersey programme has undertaken individual projects to address targeted cultural challenges within specific departments. The Regulation Group within Growth Housing and

Environment has completed theirs, Children’s Services and Health have all requested additional support from Team Jersey and are at varying stages of delivery. These projects have gone on hold during the Pandemic crisis. The Children’s Service has requested that the project is restarted to support the department post Covid 19 in redefining how the department works.

3. Impact of Covid- 19 on Team Jersey programme

As the pandemic started to impact the island the decision was made to suspend all phase 2 workshops from the 20th March 2020. The team reviewed programme deliverables and the following were agreed by Programme Board for the period April to July 2020:

Workstreams	Description	Status
Colleague Bitesize	Finalising design of the second colleague bitesize ‘Our Culture’	Complete
Values Toolkit	Develop, design and produce the values toolkit, second in the series.	In Progress
Schools Toolkit	Develop, design and produce a specific offering for schools	In Progress
My Welcome content	E-learning module for TJ on Virtual College	In Progress
I am Team Jersey	Content Support for I AM Team Jersey	In Progress
My Action Matters(MAM)	Content Support for MAM	In Progress
COVID-19 Guidance	Guides for Managers, Colleagues and TJLeads	Complete

In addition

- The TDP TJ team have worked with the People Services, Organisational Development Team (ODT) and 2 other outside coaches to implement coaching support for leaders and managers across government during this difficult time. To date 55 GOJ employees have taken up this support which is approximately 40% of those offered the service.
- 5 members of the GoJ and TDP TJ team have been redeployed to support other Covid-19 emergency response areas including leading the emergency resourcing team to support critical & essential resource requests and joined the Communication and Contact Tracing teams.
- TJ premises have been handed over to the 1GC Team and used to support essential training for police officers and other front-line services.

As an organisation the Government of Jersey has risen to the challenge proving the adaptability and resilience of its people. There have been many examples of the positive behaviours as well as some illustration of the concerning behaviours that were known before the crisis began.

Through the coaching programme the team are gaining insight into the successes and concerns facing our leaders these include building relationships across teams, managing teams remotely, positive and negative behaviours witnessed and displayed, concern over tackling financial challenges, uncertainty of what the future holds and recognition that we need to build on the opportunities to implement change and new ways of working.

The TJ team have built on the successful launch of 'I am / We are Team Jersey' campaign which commenced back in March by working with the Communications team to deliver a regular 'all staff' newsletter which highlights stories of staff members and teams role modelling our values and behaviours. The newsletter also includes TJ tips and features wellbeing support and messaging.

4. What does the organisation now need, to support a positive culture

Building organisational capabilities and positive behaviours continues to be a priority for the programme to support the transformation of government services. Now more than ever leadership need to work together in a joined-up approach to manage the unfolding situation and also to plan for the future which is likely to mean a review and refocus of activity and resources.

It is important that we don't spring back to where we were before our COVID-19 response and we take time to reflect to consider what we have learnt as individuals and as an organisation through this unprecedented time and use the opportunity to accelerate and embed the positive behaviours. Teams who have been split with employees redeployed to support our response will need to come together, reset, and rebuild in preparation for what may for some be a challenging period ahead.

Difficult decisions will need to be made to prioritise services and reorganise ourselves to work within future financial constraints. To do this successfully we will need to work together as a whole system to consider how we best achieve the outcomes required by the island and its citizens. The window of opportunity for reflection, rapid learning and establishing new habits is now. The programme needs to be able to respond quickly to support departments and teams in the aftermath of the Covid-19 crisis.

The programme will also be able to use the outcomes of the planned organisation wide 'One Voice' survey to inform discussions and consider priority areas which are role modelling and those where more targeted support may be required.

The Team Jersey programme working with People and Corporate Services can support the organisation through this period whilst continuing to work towards a positive work place culture and build sustainability for the future.

5. What we propose to do

Phase 2 of the current programme includes the delivery of sessions to all government employees, this commenced in 2019 and was planned to run through to 2021. These sessions were designed in response to the emerging themes from the discovery report delivered in phase 1. The four main activities undertaken in this phase have been:

- Leadership sessions
- Colleague sessions
- TJ leads
- TJ manager toolkits
- Engagement Activity

Details of leadership and colleague sessions delivered to date and their attendance can be found in appendix A.

As programme we now find ourselves in the position where delivery needs to change, we have suffered 4 months suspension in our delivery of this phase, it will be some time before we are able to resume workshop due to social distancing and it will be difficult to release staff to attend in the current climate.

We need to build on the recent experience of our leaders by creating opportunity for them to reflect on what they have learnt and how they have adapted to the emerging new norm. Leaders that can lead through ambiguity and distance; develop new skills and ways of working that can inspire and motivate a remote workforce; leaders with much more finely tuned emotional intelligence that can understand, pick up on and tune in to employees moods and needs.

Our proposal is to build on activity delivered to date but realign our resources and materials to meet emerging needs. Current physical distancing requirements mean we need to consider online delivery this will in turn allow us to develop digital savvy leaders for the future.

5.1 Leadership sessions

We propose to realign resources allocated for the leadership session as follows:

- **Stage 1**

Design and deliver a SMG event to consider lessons learned from the current what went well, what did it feel like, what to take forward and how we embed the positive behaviours and change.

Design and deliver facilitated listen and learn sessions for ELT and then Department Leadership Teams that allow these teams to explore and build on learnings from the current situation to consider how they worked together, team dynamic, the cultural impact of change and how these people considerations support the development of a future target operating model.

These sessions will be co-designed and delivered between TDP and internal OD team resource. This team will continue to provide ongoing consultancy support for department leadership teams as required to support the development of their recovering planning.

This element can be delivered on a cost neutral basis.

- **Stage 2**

Using the existing materials from the 4 leadership's bitesize sessions to create digital content and virtual learning sessions for tiers 3 and 4 who have not already attended sessions only. This will allow materials to be captured online for future use and wider engagement enabling the senior leadership tiers to use the materials to create learning in their teams.

By focusing on the top tiers is also it enables us to deliver online within current public health restrictions and capacity. These sessions can be designed to also encourage this cohort to share their learning with their team with the tools provided.

This approach can be funded using the budget allocated from the suspended leadership sessions to build and design online content for future sustainability of the programme.

- **Stage 3**

Reaching the wider management community will be difficult under current circumstances so it is suggested we consider delivery methods later in the year when future constraints around group work is known. With all bitesize content held on our digital platform and toolkits (see section 5.4) ready for deployment we will be able to consider a blended approach of departmental targeted work, virtual and face to face learning to build high performing teams.

The delivery of this stage will rely on our ability to create internal capacity and capability or finding a way to extend TDP delivery beyond March 2021.

Suggested delivery time line for these elements are:

Stage One	Target Population	Timeline
Facilitated Listen and Learn Workshops - on going consultancy support	SMG, ELT and Department SLTs	End of June – Sept 2020
Stage Two	Target Population	Timeline
Facilitated Workshops - on line small bitesize sessions	Tier 3 - 4	Develop and trial end July to Aug - Deliver Sept - December 2020
Stage Three	Target Population	Timeline
Blended face to face and Online facilitated learning sessions	Wider Leadership population. Departmental focused.	January – June 2021

5.2 Colleague sessions

Up to the 20th March a total of 1718 colleagues had completed the first of two planned half day bite size sessions for colleagues across government. This figure represents a high percentage of the target group on the basis that it has been agreed to approach schools approximately 1500 staff differently.

Therefore it is proposed to move the content of both bitsizes onto our digital platform making them both more widely available and allowing them to be embedded into our corporate induction programme going forward but also enabling us to concentrate a blended approach to the delivery of the second bitesize by Virtual Learning and Face to Face learning depending on circumstances and limitations we are facing at that time. Again this can be linked to the toolkits (see section 5.4) and targeted in either cross department sessions or focused on departmental teams.

It has been agreed with CYPES to create a toolkit for Schools for their senior leaders to use to help them reflect on creating a positive culture and for colleagues in schools to consider their role and impact in achieving this. This work will be linked to the school's assessment process and discussions are ongoing and planned over the coming months. This work is ongoing. In addition Team Jersey will engage with schools to include Team Jersey content and messaging in their new starter induction this September.

The team have already commenced building the online content but this will need to be extended.

It had always been planned to co deliver these sessions from September this year and this remains achievable on the basis that suspended internal recruitment can resume. If the planned internal resource is appointed and capability built, the programme can be delivered within budget with the internal team taking over full delivery from April 2021.

5.3 Team Jersey Leads

Team Jersey Leads operate as cultural change champions within their departments, modelling and encouraging a positive culture. Our leads help co-deliver learning sessions as well as supporting colleagues in changing behaviours and working practices. They are also the 'voice' of colleagues providing a key feedback loop to leaders and the programme.

To date, we have trained 131 TJ Leads from across the organisation. Although at the time of the suspension of this element of the programme we were aiming to recruit a further 29, taking us to 160 in total. Induction training for the new recruits, which are primarily required across HCS, CYPES, JHA and GHE, will now run in the autumn quarter to allow time to identify new recruits.

Earlier this year we launched the TJ Lead Academy which includes 4 optional bite-size sessions this was oversubscribed. The academy aims to build on the skills of TJ Leads to support them in their role. Sessions were optional and include:

1. Coaching Skills
2. Understanding Emotional Intelligence
3. Seeing Things Differently
4. Diversity, Inclusion and Belonging

In a period where much of the activity in departments is reactive, staff are working remotely and it is difficult to bring people together the role of TJ Leads becomes even more important in shaping a positive culture at a department level. We have kept in contact with our TJ community and although some have had to divert their efforts to front line services others have continued to keep the Team Jersey discussion live, examples include:

- A suite of videos filmed by Treasury and Exchequer colleagues to welcome new colleagues who have joined during this period and introduce Team Jersey.
- Colleagues in CLS have rallied to ensure that Team Jersey remains a central part of their working activity with regular updates on Team Jersey in Action through their internal communications.

We propose to:

- Run the TJ Academy sessions as planned in June and July by taking them online with smaller cohorts. This will allow the team to trial virtual online learning and give us information for our provision of the wider programme.
- We will use these sessions to gain input from TJ leads regarding their role going forward and to encourage reflective practice with these groups to learn from the recent experiences.
- In addition, we will reactivate TJ sponsors at a department level. We recognise that this may be more difficult as many in this group are leading work streams related to safe exit

and recovery. However it is important to identify individuals who can mobilise and support TJ lead activity at a department level to ensure the motivation and ongoing relevance of the TJ lead team in their department. These individuals have received a large investment in their development and the skills they have learnt means their mobilisation will be key to help departments refocus in what is likely to be a challenging period.

The central team will identify a timetable to work with department teams by supporting sponsors and joining TJL groups at a department level to share ideas and learning across departments.

- Over the final quarter of 2020 and early 2021 to build and increasing the TJ lead community will be important to ensure sustainability of the programme. We will do this by bringing them together in social distanced groups to share learnings, further recruitment and training will need to take place in the autumn.
- We will evaluate the role of the TJ Lead to understand the return on our investment and how we can improve our input into this community going forward.

These elements will be mainly led using internal TJ resource and TDP remains to deliver the TJ Lead Academy. An additional allocation of TDP resource will be required to train new recruits.

5.4 Team Jersey toolkits

Team Jersey have developed toolkits for managers and Team Jersey Leads to use to engage teams in performance improvement and development activities. The first toolkit 'High performing teams' was launched early March but unfortunately due to the pandemic was never released. The toolkit was well received but we will need to consider how we will now release this under current circumstances where teams are split over sites and don't come together. Options being considered are:

- Releasing initially in areas where teams are attending work together
- Developing guidance for teams who are working remotely as to how they can use the toolkit and how to work with them whilst maintaining physical distancing.
- Training TJ leads to use the toolkit to support teams in their departments.

Toolkits will be an important resource to help teams rebuild and refocus as they come together again. The second toolkit 'Our culture' is currently in design, in the circumstances the final manufacture will be put on hold until we are able to review the deployment of the first and can consider appropriate next steps.

5.5 Engagement Activity

In 2019 we worked with the Communications team to develop several new communication and engagement initiatives which were to be launched in early 2020 to promote behavioural change. These included:

- My Actions Matter, a series of practical activities rooted in the 2^o of change concept and closely linked to the new values and behaviours framework.
- 'I Am/We Are Team Jersey', to be delivered through a series of videos and posters, in which leaders, colleagues, and Team Jersey leads can share their experience of culture change, why it matters and their commitment to it.

The 'I Am/We Are' campaign was launched in March at an SMG meeting and provided a new look and feel for the programme placing more emphasis on the behaviors of our leaders and people. Unfortunately we have been unable to release the first video more widely but we have instead launched 'We are Team Jersey' newsletter for staff to share their experiences during the current situation and highlight positive behaviors being displayed and role modeled by our people. It is early days but readership has been high and it is proving popular with staff (circa 59% readership of issue 1).

Going forward we need to work on our engagement of the wider work force we are aware that a digital offering only reaches mainly office based staff and we plan to gain insight and intelligence gained from TJ leads and the Exec sponsors to build on this early success and develop our approach.

We also need this activity to be more impactful and the organisation wide government survey planned for this summer will provide us with an opportunity to link our messaging in and actions to address issues raised by our staff through the survey.

5.6 Phase 3 progress

The focus for phase 3 has been to provide consultancy support for the priority "People Processes & Systems" activities which were identified during phase one. Only one activity, "building a talent strategy" remains outstanding. This work has commenced, and it is planned to bring a paper forward for consideration by ELT once we have finalised and launched the People Strategy. (deliverables achieved to date outlined in appendix B)

6 Working with local employers

During phase 1 a significant number of employers in Jersey shared their views and insights about how the Government of Jersey could become a world class public service, with a global reputation for innovation, responsiveness and a place where talent is nurtured and grown.

The Government hosted a meeting with key employers (Jersey Employer Group) on 21st October 2019 to consider how to build a new future for Jersey that will see businesses and the Government coming together to collaborate in order to share good practice and create better workforce connections, to ensure Jersey develops a global reputation as a great place to work.

The employers identified many common areas of interest and committed to working together on a programme of work that will enable Jersey to build its reputation as a place which encourages a world-class workplace culture.

The Jersey Employer Group met again on 25th November 2019 to agree the key themes which will drive the priority activity as well as the Operating framework, and agreed to resource and establish the Steering Group with representatives from across the key sectors.

The Steering Group last met on 20th January and the Working Groups started in February. This piece of work was suspended for April and May. The Steering Group will be reconvened in early June and will look to prioritise and restart the 5 workstreams. These will be in order of priority for employers as well as the level of support that can be provided to the wider Island economic recovery. Including work on an Island Strategic Workforce Plan. The Early Careers and Schools Engagement workstream is already supporting an Island wide initiative for young people entering

employment in summer 2020. Ongoing programme support will be provided to the Jersey Employer Group via the Team Jersey Programme.

7 Political Programme

The Council of Ministers have agreed to engage in the Team Jersey programme and following discussions with a core group a programme has been designed to provide a series of bitesize sessions which include content relevant to the needs of this group's topics included are:

- Understanding politician's role in creating a positive work place culture
- Having crucial conversations
- Role modeling the Government of Jersey collective values and behaviors
- Working as part of a high performing team
- Getting our message across

These sessions were due to commence in early 2020 but were suspended.

We propose to re-engage with Politicians in July 2020. The initial Team Jersey session will be with the Council of Ministers to focus on lessons learnt as a result of the Covid-19 crisis and how to build future positive ways of working. Subsequent to the initial session we would plan a series of short bitesize sessions with ministers as part of the Team Jersey Programme to run through 2020/21.

8. Targeted Department interventions

Team Jersey have undertaken individual projects to address targeted cultural challenges within specific departments. Up until now these have been funded separately by departments. This area of activity has had significant impact in terms of cultural change and building the performance of the business area and therefore is a key element going forward. However with constraints on budgets, department's ability to fund these interventions may be impacted.

It is the intention of the OD team to build capability in this areas to support departments in this way in the future but capacity will remain an issue in the short term. It is proposed where possible allocate an OD team member to a project to support delivery but more importantly to build internal capability.

9. Sustainability beyond the Programme

It had been planned to prioritise the building of internal capability over 2020 and to develop and implement a sustainability plan for the programme to include:

- Bring the delivery of the colleague sessions in house by March 2021 through the recruitment and training of an in-house delivery team
- Integrate aspects of the TJ learning into our induction programme 'MyWelcome' for all new starters through a combination of on line and face to face delivery.
- Create a plan to build the Organisational Development capability within People and Corporate Services to ensure the legacy of the Team Jersey programme continues and the continued development of a positive workplace culture to support the ongoing transformation of the public sector.
- Build the Team Jersey Lead community developing their capability and confidence through the Lead Academy to support the embedding of a positive workplace culture in their departments.

- Deliver, with the Communications team a communication and engagement plan that engages employees in TJ activity, supports behavior change, celebrates role models and success stories.

With funding for the programme planned to end in the first quarter of 2021 and the impact of the redirection of resources from the programme to support Covid-19 it will prove difficult to create capacity and internal capability to deliver the programme within the t previous timeframe.

In the long term the TJ brand and delivery needs to become integrated into People Services BAU lead by the OD team. This transition needs to be planned and be aligned to increased capacity and capability in People Services throughout 2021.

Before Covid-19 it had been planned to recruit and develop internal facilitators to lead workshops and work alongside TDP in the design and delivery of department special projects. The recruitment was frozen because of the current situation however the need to build internal capability remains a priority.

Over the last few months the internal OD and TDP team have become more integrated running the leadership coaching provision together and developing messaging and top tips guides for leaders and staff.

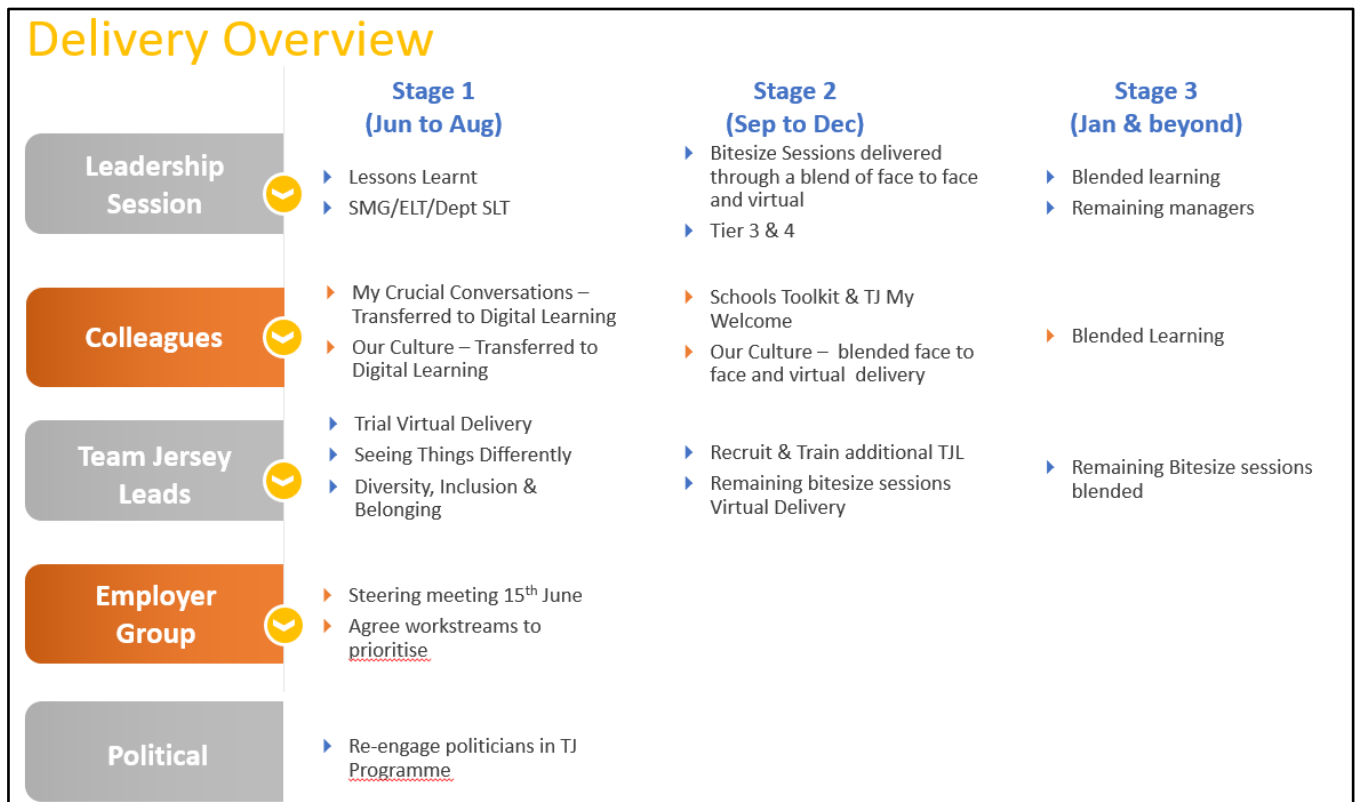
Going forward it is planned for both team to work more closely together. This will be done by:

- Co design and delivery of delivery elements of the programme – Co design has always occurred but co -delivery will be the next step to ensure sustainability.
- The development of an operating framework and toolkit for the internal delivery team
- Consideration of how to integrate the management of both teams to ensure joined up thinking and delivery.

Currently the capacity of the internal team is limited so bringing redeployed team members back as soon as possible and the resumption of agreed recruitment will be essential to build capacity and enable to delivery of the above proposals.

10. Timeline for deliverables

The following identifies a high-level outline for a proposed delivery timetable:



11. Governance – the future role of Team Jersey Board

In recent board meetings there have been discussions regarding the future role of the TJ Board going forward as Team Jersey transitions away from a programme and towards an ongoing Initiative integrated into BAU. In truth there are important benefits of having a group of senior leaders sponsor activity it ensures the discussion remains a priority and maintains importance amongst the competing activities.

Going forward it is recommended that the Board remain in place to manage the current contract and programme activity but in 2021 the responsibility for monitoring activity and outcomes related to culture sits with the recently established Operations Committee.

12. Management of attendance of sessions

To date the programme has allowed attendees to cancel and rebook sessions several times and at short notice. This is because the sessions are mandatory and therefore the team do rebook employees regardless of their previous attendance record. This means that sessions can run without full attendance, impacting on the team's ability to offer places in the future. The introduction of department executive sponsors does improve this issue as they have asked employees to prioritise sessions and followed up with employees who do not attend.

Going forward the team recommend that individuals who do not attend or cancel will be offered one further opportunity to rebook. If they then fail to attend, we will notify the executive sponsor and line manager and a further booking will not be offered unless a discussion has taken place. We accept that there will be exemptions where non-attendance has been due to unforeseeable circumstances such as illness or an emergency and these issues will always be considered.

13. Budget and resource requirements

The proposed realignment of deliverables will be run within the existing TJ budget. The monies not spent on TDP facilitation, travel and accommodation for the period April to July will be redirected to the delivery of leadership sessions from September (not previously within budget), the transfer of all content onto Virtual College to allow a blended approach of online and face to face delivery of sessions and the building of the TJ lead community.

It should be noted that TJ resources of approximately £137,841.01 was diverted during the COVID-19 response. This will have a knock-on impact on the TJ budget as these funds cannot be rediverted to post COVID response. This includes the payment for premises and for TJ team members redeployed to support the response. As the funding for the programme reduces considerably in 2021 (total funding available £252K) the programme will rely on People and Corporate Services resources to continue delayed delivery into 2021. Therefore the delayed recruitment and training of internal GoJ facilitators to take over delivery is key to enabling the programme to continue in the last quarter of 2020 and in 2021. The GoJ currently have one facilitator for colleague session but a further 3 facilitators on 9-month contract are needed from September 2020. It is planned to re-advertise these posts urgently subject to Resourcing Panel Approval. Failure to recruit to these posts would jeopardise the delivery of sessions.

In addition, the GoJ we will need to extend the post of Participation Manager to enable us to move systems and put in place an appropriate online delivery and bookings process for September. This was originally planned to take place last quarter, but resources were rediverted as mentioned above.

TDP plan to use Jersey based facilitators from September to ensure resilience should travel restrictions continue or worsen.

14. Contract implications

Having consulted with the Head of Strategic Sourcing there are no major contract implications for this proposal. A Team Jersey Programme Change Request will be required and socialised with the Programme Board. The next step will be for the Team Jersey Programme Manager, TDP Contracts Manager and the Head of Strategic Sourcing to work together and carry out a Contract Variation.

15. Summary and Conclusion

The proposed realignment of Team Jersey deliverables enables the team to support the organisation to refocus and rebuild post COVID-19 while maintaining the delivery of Leadership, Colleague and TJ Lead deliverables to achieve original programme outcomes. All will be delivered within the agreed budget.

The Board are asked to:

- Consider and support the realignment of the TJ programme deliverables.
- Consider the recommendation for the role of the board to end in March 2021 and future interest in Team Jersey to sit with the Operations Committee.
- To agree the recommendation to only allow one rebooking opportunity for individuals who have booked but do not attend sessions going forward.

REPORT PREPARED BY [✂]

DATE 15 June 2020

Appendix A

Details of phase 2 delivery

Leadership events

The following table shows the sessions delivered and overall attendance. The sessions not delivered are those included in the current contract with TDP due to be completed in July 2020 but suspended due to COVID-19. Note that the sessions agreed in the contract were to accommodate a total of 750 leaders.

Session	Sessions delivered in 2020	Attendees 2020	Total attendees 2019/20	Sessions contracted but not delivered	Leaders not attended
Leaders launch – shaping positive culture having crucial conversations (1 Day)	11	79	916	4	228
Leading collaboratively bitsize	12	125	229	24	858
Thinking and working differently bitsize	12	151	254	24	833
Leading organisational Change bitsize	6	56	456	4	631
Building high performing teams bitsize	6	57	192	30	895

Colleague events

The below table shows the number of sessions held and attendance totals. The first colleague bitesize session was due to end in July 2020 and the second commence in September 2020 and end in March 2021. It has been agreed to provide alternative delivery methods for schools and some frontline service areas.

Session	Sessions delivered	Events remaining	Total attended	Colleagues yet to attend
Crucial Conversations	55 in 2020 89 in 2019 Total 144	142	1718	2215
Our Culture	0	299	0	3933
Schools and other alternative delivery				1700 (approx.)

Phase 3 People Processes & Systems Deliverables

Project	Deliverables
Recruitment (sponsor – [X]) Progress - Complete	Review Recruitment system functionality (Talentlink) & make recommendations to optimise -
	Review Recruitment, Selection & Vetting policies, consolidate & produce simplified policy -
	Design Workforce Planning toolkit, facilitate training (HRBP's)
	Consultancy to support the specification & quality assurance of the Recruitment 'end to end' project
Talent, Leadership & Learning (sponsor – [X])	Development of f/w for GoJ Learning Strategy - by end July
	Design and development of a set of behaviours aligned to the GoJ values - socialisation by end Sept, launch Dec
	Support design of Tier 2 Leadership forum events
	Development of GoJ Talent Strategy - by end December
	Consultancy support for the development of the People Strategy
	Development of Learning intervention for Diversity & Inclusion
Corporate Induction & On-Boarding (sponsor – [X]) Progress – Complete	Development of the framework to support the launch of Corporate induction & on-boarding across GoJ - ready to launch

Ongoing areas of support:

- Talent – Develop GoJ Talent Strategy
- Jersey Employers Group
- People Strategy consultancy support