The Chief Executive, Director General, Treasury and Exchequer and Director General, Children Young People Education and Skills' response to the Comptroller & Auditor General's Review: Management Information in Education (Follow-Up)

October 2020

Glossary of Terms

C&AG – Comptroller and Auditor General

CYPES - Children Young People Education and Skills

DLT - Directorate Leadership Team

GoJ – Government of Jersey

OBA - Outcome-based Accountability

PAC – Public Accounts Committee

SLT – Senior Leadership Team

Chief Executive/Treasurer/Director General's Response to **C&AG Review: [Management Information in Education (Follow-Up)](#) - Executive Response to PAC by Friday 23rd October 2020 please.**

Summary of response:
The Chief Executive and Director General of Children Young People Education and Skills (CYPES) welcome the Comptroller and Auditor General's (C&AG) follow-up report on Management Information in Education. The Chief Executive is pleased to note that the C&AG has observed that progress has been made in this area both within CYPES and across the organisation.

The Chief Executive agrees with the C&AG that there is some way to go to embed management information as a critical decision-making tool to drive improvement in services. However, requests the Public Accounts Committee (PAC) reflect on the steps that have been taken to enable a better information-driven culture moving forward. The Chief Executive would particularly like the PAC to note the work that is being undertaken, such as the initiative to describe the golden thread between Island outcomes and departmental delivery that has been established through the Jersey Performance Framework, the cross-departmental improvement driven through the C&AG and the PAC recommendations tracker, and the building blocks that have been put in place to establish an Analytics Transformation Programme and network. It is anticipated that these initiatives will support senior executives, departmental senior leadership teams and middle managers to better use management information in business as usual activities, enabling them to make strategic decisions on improving services based on the needs of Islanders.

Action Plan

Recommendations	Action	Target date	Responsible Officer
R1 Ensure that co-ordinated actions are taken to enable middle managers and all other relevant staff groups to identify and assess the management information needed to drive organisational improvement.	**CYPES** A new set of performance measures have been developed as part of the Operational Business Planning Process. These will be socialised through the directorate Senior Management Team (SLT) meetings and then with Team Managers. CYPES will commit to a quarterly report being created, commencing at the end of Q1. Following analysis at the Directorate Leadership Team Meeting (DLT) this report will be shared at SLT and Team Manager meetings to show progress and indicate to DLT the areas for improvement. These measures are being rolled out across the organisation not just within CYPES.	Q2 2021	**Head of Office, Children Young People, Education and Skills**

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R2 Establish short, medium and long-term business priorities for departmental functions and teams.	**CYPES** New team structures are being established following the completion of the second phase of the Target Operating Model (launched 1 September 2020). The new team management structure will enable formal reporting from the CYPES DLT, to directorate SLTs and then to Team Manager meetings. The business planning process for 2022 will commence much earlier (Q3) and will be led through the department's new Integrated Services and Commissioning Team. Cross-department sessions involving increased numbers of staff from more tiers of the organisation will enable a more coherent, bottom-up approach to business planning. This will be delivered through the focus of commission and transformation.	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**
R3 Develop, report and monitor outcome-based performance indicators and targets at function and team levels within CYPES.	**CYPES** As identified at R1, a new set of performance measures have been developed for 2021, which will be socialised throughout the team and reported on regularly. Through the next stage of the CYPES Target Operating Model and the forthcoming department business support review, the department will seek to increase its capacity and capability in data management. This will enable a greater focus on outcome-based reporting at increased levels of the organisation, not just the DLT but also to include the Team Manager level. Reporting upwards of performance measures will enable the DLT to have a more comprehensive view of performance across CYPES.	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**
R4 Develop reporting dashboards at function and team levels to record progress against the identified business priorities.	**CYPES** The DLT has started to use Power BI to report on key performance measures. However, this work needs advancing to enable the reporting of relevant measures	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**

Recommendations	Action	Target date	Responsible Officer
	to different teams. This recommendation sits alongside R1 and R3 and will form part of a reporting strategy for the department, to be delivered during 2021. Dashboards will be rolled out on a permissions basis, allowing other teams access to data they need on demand to facilitate work towards their business priorities.		
R5 Establish triggers and controls within the education function for exception reporting that managers at all levels should use to determine whether to escalate issues as part of the risk management process.	**CYPES** Regular reporting of appropriate metrics will form part of the Education SLT agenda. Escalation to the DLT agenda will enable the department's senior team to determine whether to escalate further to the Executive Leadership Team through the risk management structure. When establishing metrics, a threshold for escalation reporting should be identified to enable upward reporting.	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**
R6 Develop and implement a Government-wide strategy for data quality to include: • corporate data quality standards; • departmental specific standards; and • a data quality management and monitoring programme.	**COO M&D Information Governance** to lead on creating a data strategy in conjunction with our three major programmes (Cyber, ITS and MS Foundations). The data strategy should be aligned to business strategic goals incorporating data policies, standards, quality and monitoring and have measurable outcomes and a future roadmap.	**Q1 2021 – Strategy Developed** **Q2 2022 – Strategy Implemented**	**Head of Information Governance, Modernisation & Digital**
R7 Finalise and issue data guidelines for effective use of data by schools.	**CYPES** The department's data team will work alongside school data staff to review the current data guidelines and assess any gaps.	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**
R8 Implement a coherent and systematic programme to monitor compliance with data quality guidelines across the education function.	**CYPES** The second phase of the department's Target Operating Model has just been completed. A business support review has just been launched, which includes a review of the capacity and capability of the	**Q2 2022**	**Head of Office, Children Young People, Education and Skills**

Recommendations	Action	Target date	Responsible Officer
	department's data function and future requirements. The need to address this recommendation to ensure a focus on data quality and compliance will be fed into the review.		
R9 Ensure that there is a clear link between CYPES, team and individual objectives and outcome-based performance indicators.	**CYPES** This recommendation sits alongside the first four recommendations. Establishing performance measures through the business planning process that link back to outcome indicators and then developing a system of reporting and escalation will ensure a greater coherence of the use of management information across the department. The implementation of the My Conversation, My Goals system across GoJ also allows for the monitoring of individual objectives and provides a platform for managers to regularly check on progress with their team members.	**Q4 2021**	**Head of Office, Children Young People, Education and Skills**
R10 Develop, report and monitor outcome-based performance indicators for Skills Jersey.	**CYPES** In Q3 2020, Skills Jersey will draft service level performance measures using OBA scorecards. From these, data development agendas will be established, and these will influence business level metrics. Work on the Data Development Agenda will continue in Q4 2020 to enable a complete review in Q2 2021. Skills Jersey intend to involve teams in performance conversations around indicators and performance measures and induct them to OBA methodology in Q4 2020.	**Q2 2021**	**Director of Young People, Further Education, Skills and Learning**
R11 Embed the use of the C&AG recommendation tracker across the States as a mechanism to drive improvement	The C&AG and PAC recommendation tracker records action plans in response to recommendations for all departments. A 'Tracker Group' has been established to embed the use of the tracker across all departments and	**Complete- processes established and embedded**	**Chief of Staff**

Recommendations	Action	Target date	Responsible Officer
	to champion the benefits of improvement within departments. Action plans recorded in the tracker are periodically monitored and progress against plans is reported to the Operating Committee, which includes representatives from all departments. Whilst recommendations often focus on a particular business area, the Operating Committee discuss how they can be applied more thematically across the organisation to drive corporate improvement. The PAC tracker is also used by the Chief Executive in discussions with Directors General as a tool to monitor progress in departments.		
R12 Develop mechanisms within CYPES for systematic monitoring of and shared learning from schools complaints.	**CYPES** A working party has already been established, which includes colleagues from Customer and Local Services to address this recommendation. A meeting has already taken place with the Primary Head Teacher Representatives to establish the barriers to reporting complaints and how best this can be resolved. A commitment has been made to review current systems, reporting lines and adherence to the Government of Jersey Feedback Policy.	**Q2 2021**	**Head of Office, Children Young People, Education and Skills**
R13 Ensure that there is clear co-ordination and leadership of the management information agenda both at corporate and departmental level.	**SPPP** A thorough review of the wider management information and analytics landscape across the organisation has been conducted and as a result a Hub and Spoke model for organisation-wide Data Analytics has been agreed at executive level in August 2020. This will create a dedicated central analytics team who will lead and coordinate departmental teams. A joined leadership team across the hub and spoke teams will be created and will lead and coordinate the management	**Q2 2021**	**Director General, Strategic Policy, Planning and Performance**

Recommendations	Action	Target date	Responsible Officer
	information agenda across the organisation. In addition, a wider network of data analysts is coordinated by the central team and supports the implementation of standards, good practice and professional development.		

Recommendations not accepted

	Recommendation	Reason for rejection

Appendix – Notes on our approach to measuring outcomes and monitoring service and people performance

The Government of Jersey is using the outcome-based accountability approach. Based on this approach, we distinguish between 'outcome indicators' and 'service performance measures'. The graphic below illustrates in a simple way the difference between the two.

The consistent use of the two terms helps identifying accountability and supports a strong golden thread from sustainable wellbeing outcomes to organisational to teams and personal objectives.

The organisation's strategic framework, as shown below, provides the components of this golden thread.

The Jersey Performance Framework consists of a wide range of outcomes and their related indicators to help understanding how Jersey is doing. The framework will be extended in 2021 to include service performance measures providing information on how government services are doing. The interactive framework can be found on gov.je.

https://www.gov.je/Government/PlanningPerformance/GovernmentPerformance/Pages/GovernmentPerformanceMeasures.aspx

Jersey's Performance Framework

Jersey's Performance Framework

ENVIRONMENTAL
- Built environment
- Natural environment
- Sustainable resources

COMMUNITY
- Children
- Health and wellbeing
- Safety and security
- Vibrant and inclusive community

ECONOMIC
- Jobs and growth
- Business environment
- Affordable living