

Organisational response

Report title: Use of Performance Information: Service user perspective and outcomes- Powys County Council

Completion date: March 2024

Document reference: 4043A2024



Ref	Recommendation	Organisational response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R1	Information on the perspective of the service user – The Council should strengthen the information it provides to its senior leaders to enable them to understand how well services are meeting the needs of service users.	<p>As an organisation we use a thorough evidence-based approach to understand the service user perspective. When setting our wellbeing objectives, we ensured that we understood the voice of the people of Powys, and this fed into the corporate and strategic equality plan (CSEP).</p> <p>As outlined in the evidence provided, information provided to senior leaders' does enable them to understand how well services are meeting the needs of service users and there are a range of mechanisms in place as evidenced through our Public Participation Strategy that highlight how people's voices can be heard in decision making, and what that feedback loop looks like.</p> <p>The service user perspective is a focus at the operational level, it relates to service delivery and using insight such as complaints, compliments and survey feedback. This information is used by service areas to have a holistic view of the service user and inform ongoing decision making and continuous improvement, as appropriate. At a Service level, Portfolio Holders, Heads of Service and Directors consider this as it forms part of the annual self-assessment process.</p> <p>When understanding the delivery of the Corporate Plan, this should provide a strategic overview. Cabinet and Senior Leaders have the responsibility to oversee strategic delivery and high-level outcomes (and this is done via feedback received through the mechanisms and processes identified within</p>	Complete	

		<p>the Public Participation strategy), and not through operational service level detail.</p> <p>Additionally, when Scrutiny considers items, they are presented with a range of evidence to support them. Within this information, there is often high-level engagement insight included, such as the Corporate and Strategic Equality Plan. However, scrutiny often challenge the number of people responding to engagement (e.g. whether the response is statistically representative), which is a common challenge with engagement that we and others around Wales face and recognise, and we have plans in place (Public Participation Strategy) to increase engagement and participation within the work of the Council and across partners by utilising different methods.</p> <p>We have sought service user views with many engagements such as customer services engagement (including Welsh language), leisure service’s review, budget survey, winter routes and day opportunities, many responses were received, and the feedback has helped inform decision-making.</p>		
R2	<p>Information on progress towards outcomes</p> <p>The Council should ensure that the information provided to senior leaders about outcomes is presented in a way that enables them to clearly determine if the</p>	<p>The current Corporate and Strategic Equality Plan does enable senior leaders to determine if the council is delivering its objectives and intended outcomes.</p> <p>The scorecards provide clarity and a holistic overview. Performance review meetings, Senior Leadership Team, Cabinet and Corporate Leadership Team and Scrutiny all ensure a rigorous level of challenge and opportunity to understand performance against our objectives and intended outcomes. Discussions that take place at these meetings are valuable and allow the Council to really challenge whether what we are doing will help make us “Stronger, Fairer and Greener”.</p>	Complete	

	<p>Council is delivering its objectives and its intended outcomes.</p>	<p>The annual self-assessment report and the underlying process, which is highly collaborative, also ensures that all senior leaders have a rich understanding of how the Council is doing in delivering its objectives.</p> <p>It is important to note that data should not be considered in isolation, data provides the insight and intelligence for senior leaders to understand and probe. The scorecard itself is a tool that equips senior leaders to monitor progress and take actions wherever necessary to improve outcomes (through data enabled decision-making).</p> <p>Additionally, Corporate Leadership Team, Cabinet, Scrutiny Members and Governance and Audit Committee have all been subject to significant consultation when developing these reporting outputs, to ensure it allows them to understand progress against well-being objectives and challenge as required by their roles.</p> <p>Prior to this Corporate and Strategic Equality Plan, the previous Corporate Improvement Plan titled “Vision 2025”, presented progress against outcomes in a visual format, allowing for an at a glance overview of delivery over time against the well-being objectives and the associated measures which show progress towards outcomes.</p>		
<p>R3</p>	<p>Information on the quality and accuracy of data – The Council needs to assure itself that it has robust arrangements to check the quality and accuracy of</p>	<p>The council does have arrangements in place, it is a hierarchical structure of professionals employed for their expertise, with delegated responsibility for the accuracy and reliability of the information that they source, process, and share. Data for the Corporate and Strategic Equality Plan (CSEP) is sourced from multiple systems and processes throughout the organisation to provide a holistic view of performance across all areas. Each system and process are subject to their own data quality and accuracy checking procedures, as determined by the relevant service (i.e., the ‘owner’ of the system).</p>	<p>Complete</p>	

the service user perspective and outcomes data it provides to senior leaders

However, officers responsible for specific CSEP data points provide their information as part of the quarterly reporting process and this data is subject to several layers of sense-checking and scrutiny as part of the performance approach. It is considered by Senior Managers, Senior Leadership Team (Heads of Service), Executive Management Team (Directors and Chief Executive), Cabinet (Portfolio Holders), and Scrutiny.

Further, quality assurance queries are raised by the Strategic Planning, Policy, and Performance Team to prompt consideration about what the data means, providing a further opportunity to 'deep dive' into the data.

Finally, as mentioned above, all CSEP measures have a measure definition document that details where the data is sourced, and part of the supporting activity in compiling each measure definition is the consideration of 'Why is this the most relevant measure to help you monitor progress against the objective?' and 'What sources of data or information will you use?' (There are further sub-questions to consider, including: 'Is the data source reliable?', 'How do we know that it's a good source of information?', and 'Is there anything that could affect the availability, reliability, or usefulness of the data / information?')

Where possible, automated reporting has been developed via PowerBI or SSRS (systems that have data validation built in). This allows information to be accessed in an automated and controlled format, to release capacity from data collation to a focus on validating and analysing information. This covers a range of service areas spanning the organisation including social care, workforce, planning, finance, customer services, waste etc. This is continuously being developed between business intelligence and service areas to improve the reporting mechanisms in place within the Council. Some services such as social services also have specific posts focussed on data quality and integrity.

Information such as the statement of accounts and Annual Governance Statement are externally audited by Audit Wales.

As an organisation we will take steps to ensure that challenging data quality is integrated into our internal auditing process.