

Data Quality Action Plan: To ensure that the information we use is high quality, consistent, timely, comprehensive and held securely and confidentially.

Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Data Quality Objective	Action	Deadline	Comments
Governance and leadership						
R1 Focus on data quality as well as service performance when performance management data is reviewed by Performance, Priorities and Improvement Group (PPIG) and Best Value Performance Improvement Clinics (BVPI).	2	Policy Manager	To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> Review Performance Clinic template to include specific data quality questions Cascade via SMT Submit report to PPIG to agree protocol for discussing data quality when reviewing performance. 	Feb 08 Mar 08 May 08 completed	<ul style="list-style-type: none"> Reviewed Template Performance Clinic reviewed March 2008 <ul style="list-style-type: none"> The review of data quality will now to form part of quarterly senior management briefs PPIG dissolved May 2008 <ul style="list-style-type: none"> Following research into best practice an officer from Policy, Performance and Partnerships will use the data quality assurance checklist to assign a data quality status to all balanced scorecard measures.
R2 Develop the risk register so that it includes more specific data quality risks.	2	Service Managers	To ensure that we have the right controls in place to achieve what is expected of us	<ul style="list-style-type: none"> Strategic data quality risks identified in Internal Audit or performance clinic process to be added to risk register 	Ongoing	<ul style="list-style-type: none"> No strategic data quality risks identified during Internal Audit or Performance Clinic process at this stage.
R3 Reflect data quality risks, controls and issues as appropriate within the Annual Governance Statement (which replaces the Statement of Internal Control (SIC) from 2007/08).	1	Head of Finance	To ensure that data is stored, used and shared in accordance within the law which includes the Data Protection Act and Freedom of Information Act	<ul style="list-style-type: none"> Identify significant strategic data quality risks in Annual Governance Statement (e.g. method to ensure data does not fall into wrong hands). 	Apr 08	<ul style="list-style-type: none"> The 2007/08 Annual Governance Statement did not identify any significant uncontrolled strategic data quality risks. The Council has had a performance management process for several years based on a range of local and national performance indicators. The Data Quality Report 2007 compiled by the Council's external auditor considered the Council's performance management arrangements to be performing well in this area. <p>The effectiveness of the overall arrangements to monitor performance is informed by:</p> <ul style="list-style-type: none"> The work of managers within the Council The roles performed by the Monitoring Officer and Chief Financial Officer The work of the Internal Audit Service The annual audit and inspection letter The annual data quality report Reports by other review agencies and inspectorates Performance Management arrangements and related regular reporting
R4 Report formally Internal Audit findings from the review of performance management data to management and members.	2	Internal Audit	To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> Internal Audit to compile annual report for SMB, Audit Committee 	May 08	<ul style="list-style-type: none"> The Internal audit of 2007/2008 BVPI's commenced 9 June 2008. Interim report prepared by Internal Audit 18 June 2008 and will be presented to Strategic Management Board once fully completed.
R5 Align specific data quality objectives with business objectives in individual service	2	Heads of Service	To ensure that we put in place the right resources, and in particular have the right people with the right	<ul style="list-style-type: none"> Service Plan template reviewed Dec 07 Data Quality forms part of the 	Apr 08	<ul style="list-style-type: none"> Service Plan Template reviewed. Section 3 2008/2009 Service Plan for Policy, Performance

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plans.			skills, so that we have accurate and timely performance information	'Use of Resources' priority in new Corporate Plan from Apr 08. Plans in relation to this priority regarding data quality will be reflected in section 3 of the service plan template for Policy Performance and Partnerships. <ul style="list-style-type: none"> Heads to include service specific objectives identified by External/Internal Audit or Data Quality Champions in their 2008/09 service plans 		and Partnerships identifies actions in relation to data quality. <ul style="list-style-type: none"> Following Internal Audit findings during 2007/2008 internal audit, PPP will recommend that the Service Plan includes specific objectives to address weaknesses (see R16).
R6 Develop a comprehensive data quality action plan so that it incorporates recommendations from both internal and external audit reviews. Link tasks within the data quality action plan to data quality objectives.	3	Corporate Policy/Internal Audit	To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> External Audit recommendations incorporated Aligned with DQ policy objectives Arrange meeting with Internal Audit <ul style="list-style-type: none"> agree current actions required agree future process Add any additional recommendations to revised action plan 	Dec 07 Dec 07 Feb 08 Feb 08	<ul style="list-style-type: none"> The data quality action plan was reviewed in December 2007 and aligned with data quality objectives. PPP Officer met with Internal Audit Manager 27 March 2008 It was agreed that the Internal Audit Manager would inform officer in PPP responsible for data quality of any actions/recommendations identified during internal audit activity. Internal Audit of 2007/2008 BVPI's commenced 9 June 2008. Further meeting held to discuss additional recommendations. Data Quality Assurance Checklist approved by Internal Audit and recommended it be circulated to all relevant officers.
R7 Review data quality documents annually and update documents accordingly. Involve key staff in the development of data quality documents.	2	Corporate Policy Unit	To make clear what we expect from our staff and Members in terms of the standards of data quality, and communicate these expectations.	<ul style="list-style-type: none"> Data Quality Champions workshop to review Data Quality Policy Full review to be completed 	Feb 08 Mar 08	<ul style="list-style-type: none"> A Data Quality Champions Workshop was held on 26 February 2008 to review the content of the Data Quality Policy All comments are reflected in the reviewed Data Quality Policy. Performance Management guide was reviewed June 2008.
Systems and processes						
R8 Retain evidence of verification of SHL data.	2	Richard Protheroe	To ensure that there are clear protocols in place where information is shared with partners	<ul style="list-style-type: none"> Maintain audit trail of quarterly verification checks to validate 	Ongoing	<ul style="list-style-type: none"> Discussions in place to update verification checks.
R9 Produce control maps for key performance information systems. Test systems regularly to ensure that processes are secure. Report findings to SMB.	3	Corporate Policy Unit	To ensure that we have the right controls in place to achieve what is expected of us	(Control maps can take form of either a word document or a flowchart) <ul style="list-style-type: none"> Ensure system testing, included in reviewed Data Quality Policy 	Mar 08	<ul style="list-style-type: none"> Data Quality Policy reviewed June 2008. The reviewed policy identifies responsibility relating to system testing.
		Elaine Wright/Peter Dean		<ul style="list-style-type: none"> Develop flowchart for balanced scorecard reporting 	Apr 08	<ul style="list-style-type: none"> Flowchart development as part of Scorecard system development and completed April 2008. User Guides prepared for system launch on 1 July 2008.
		Carl Roberts		<ul style="list-style-type: none"> Develop control maps for Benefits system 	Feb 08	<ul style="list-style-type: none"> Completed

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		Heads		<ul style="list-style-type: none"> • Heads of Service to test systems and deal with any issues 	Ongoing	<ul style="list-style-type: none"> • The reviewed Data Quality Policy identifies this responsibility.
People and skills						
R10 Document data quality standards and targets and assessments against them within Performance Development Meeting forms.	2	Heads/ Service Managers	To ensure that we put in place the right resources, and in particular have the right people with the right skills, so that we have accurate and timely performance information	<ul style="list-style-type: none"> • Data Quality competency checklist developed and cascaded via SMT • All managers to ensure record in relevant PDMs 	25 July 2007 Ongoing	<ul style="list-style-type: none"> • Data Quality Competency checklist was circulated to appropriate officers. • Evidence of data quality discussions carried out in PDMs has been provided to the Audit Commission as part of the 2007/2008 Data Quality Assessment.
R11 Develop a data quality training programme and roll out training to relevant staff.	2	CPU/HR		<ul style="list-style-type: none"> • Data Quality Champions consider training approach • Develop programme with Human Resources • Develop Member training 	Apr 08 Oct 08 Oct 08	<ul style="list-style-type: none"> • Comments from Data Quality Champions workshop 26th February 2008. • The organisation sets out the commitment to improving data management as stated in the Staff Handbook. • PPP Officer responsible for data quality met with Human Resources (HR) / training to incorporate Data Quality training in induction – first date booked 6 October. Further training for Advanced level will be planned initially as Bite Size workshops – HR to agree with Strategic Director first. HR will help with this. • Discussion of Member training in progress.
R12 Consider the number and skills of staff in respect of data quality when undertaking workforce planning.	1	Head of Human Resources		<ul style="list-style-type: none"> • The Council's adopted Workforce Development Plan will be reviewed following the revision of the Council's People Strategy. The updated Workforce Development Plan will incorporate generic data quality requirements, based on identified skill levels 	Oct 08	<ul style="list-style-type: none"> • Data Quality information session is now included in monthly induction training courses, attended by all new members of staff. The overarching aim is to emphasise that quality data provision is an integral part of the organisation and is expected of all officers in Stevenage Borough Council. • In Winter 2008 and Spring 2009, training workshops will be carried out by the PPP Officer responsible for data quality, working in partnership with the training team, for staff whose key roles include a responsibility for data input. • When the workshops have been completed, all other officers will be given the opportunity to attend information sessions on data quality, with a question and answer element included in the short programme.
R13 Introduce a data quality assurance checklist so that departmental and corporate staff can evidence their checks of internally and externally reported performance information.	3	Internal Audit/CPU		To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> • Develop checklist 	July 08

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<p>R14 Improve arrangements for collecting BVPI82b by:</p> <ul style="list-style-type: none"> introducing review and sign off of the BVPI by a senior manager; monitoring the BVPI regularly throughout the year (operational manager); reconciling at year end the Council's performance data for this BVPI to HCC's performance data and then to the WDF figures; excluding fly tipping from the household waste figure; retaining all waste reports from HCC; and submitting recycling credit claims to HCC on a regular and timely basis. incorporate sign off of performance information by Head of Service in corporate reporting system 	2	Head of Environmental Services	To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> Future results to be reviewed by Manager or Head of Environmental Services Monitoring already happens, with Recycling Officer producing information and passing it to Manager for insertion in quarterly monitoring reports Following the recent audit of BV82b now use WDF figures to calculate performance. This should mean that the same figures are used for all purposes and prevent any discrepancies Under an agreement with Herts County Council all Herts districts declare fly-tipping waste as street cleansing arisings. As a result HCC pay disposal costs. If the waste is declared as fly-tipping each district must pay for its own disposal costs We will continue to retain all waste reports from HCC Recycling Officer now taken over the production of recycling credit claims and invoicing of materials reprocessors Future results to be reviewed by Manager or Head of Environmental Services 	Apr 08	<ul style="list-style-type: none"> A corporate sign off procedure in place through Balanced Scorecard system. On-going monitoring in place – Balanced Scorecard introduced which will flag to Head of Service any problems. Reconciliation process arrangements in place. Seeking advise from Audit Commission. Waste reports held centrally by Recycling Officer. Recycling Officer responsible for recycling credit claims and invoicing of materials reprocessors. Results reviewed by Manager and Head of Service via Balanced Scorecard system sign off procedure.
<p>R15 Improve arrangements for collecting BVPI184a by:</p> <ul style="list-style-type: none"> providing a clear audit trail of reviews, checks and approvals undertaken; performing spot checks on the monthly housing stock condition assessment report from Keystone; and reconciling the housing stock figure as per denominator to the housing revenue account subsidy base data return. 	2	Housing Strategy and Development Manager	To put in place systems, policies and procedures to ensure the highest possible data quality	<ul style="list-style-type: none"> A written procedure has been defined and implemented. This procedure will be updated to detail the trail of reviews, checks and approvals detailed in the recommendation The written procedure will be updated to describe the monthly checks carried out and checks on any movements within the asset management system. The checks are already in place for the financial year ending March 2008. The housing stock figure has been reconciled as at April 06 and Apr 07 with the HRA base data. 	<p>Mar 08</p> <p>Mar 08</p> <p>Complete</p>	<ul style="list-style-type: none"> Procedure completed March 2008. The procedure has been updated to include a description of how monthly checks on the system are carried out and produced from system reports. Reconciliation of housing stock figures is carried out in July each year.

Recommendations from Internal Audit						
R16 Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility		Action	Deadline	Comments
R16 BV82a (i) <ul style="list-style-type: none"> Ensure accurate audit trail provided 	2	Manager		<ul style="list-style-type: none"> Check Weighbridge tickets to ensure they support recycling weekly summary Managers confirmation of reasonableness of variance between waste collected and waste sent for recycling needs to be noted Information to support adjustment to county figure needs to be available 	March 08	<ul style="list-style-type: none"> SBC are required to use County weighbridge ticket detail for Waste Data Flow. Recycling Officer (RO) compares the figures for collected waste and waste sent for recycling and speaks to Contracts Manager regarding any discrepancies to ensure that they are valid and reasonable. RO has evidence of discussion but may need some further formalising. Contracts and Recycling Waste Officer has been advised that manual adjustments must be recorded and retained. Further formalising. RO provides evidence of this through emails to Manager and Head of Environmental Services.