

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
<b>Governance and leadership</b>						
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"> <li>Review Performance Clinic template to include specific data quality questions</li> <li>Cascade via SMT</li> <li>Submit report to PPIG to agree protocol for discussing data quality when reviewing performance.</li> </ul>	Feb 08 Mar 08 May 08	<ul style="list-style-type: none"> <li>Performance Clinic template was reviewed February 2008.</li> <li>Performance Clinic reviewed March 2008 <ul style="list-style-type: none"> <li>The review of data quality will now form part of the quarterly senior management briefs with Directors.</li> </ul> </li> <li>PPIG dissolved May 2008 <ul style="list-style-type: none"> <li>Following research into best practice an officer from Policy, Performance and Partnerships will use a data quality assurance checklist to assign a data quality status to all balanced scorecard measures.</li> </ul> </li> <li>Data quality status will be displayed for all measures from quarter 4 2008/09.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
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"> <li>Strategic data quality risks identified in Internal Audit or performance clinic process to be added to risk register</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>No strategic data quality risks identified during Internal Audit or Performance Clinic process at this stage.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
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"> <li>Identify significant strategic data quality risks in Annual Governance Statement (e.g. method to ensure data does not fall into wrong hands).</li> </ul>	Apr 08	<ul style="list-style-type: none"> <li>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.</li> </ul> <p>The effectiveness of the overall arrangements to monitor performance is informed by:</p> <ul style="list-style-type: none"> <li>The work of managers within the Council</li> <li>The roles performed by the Monitoring Officer and Chief Financial Officer</li> <li>The work of the Internal Audit Service</li> <li>The annual audit and inspection letter</li> <li>The annual data quality report</li> <li>Reports by other review agencies and inspectorates</li> <li>Performance Management arrangements and related regular reporting</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
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"> <li>Internal Audit to compile annual report for SMB, Audit Committee</li> </ul>	May 08	<ul style="list-style-type: none"> <li>Interim report is scheduled for SMB on 10 March 2009.</li> <li>The report is an agenda item at this Committee.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>

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
R5 Align specific data quality objectives with business objectives in individual service plans.	2	Heads of Service	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"> <li>Service Plan template reviewed Dec 07</li> <li>Data Quality forms part of the '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.</li> <li>Heads to include service specific objectives identified by External/Internal Audit or Data Quality Champions in their 2008/09 service plans</li> </ul>	Apr 08	<ul style="list-style-type: none"> <li>Service Plan Template reviewed in December 2007.</li> <li>Section 3 2008/2009 Service Plan for Policy, Performance and Partnerships identifies actions in relation to data quality.</li> <li>Following Internal Audit findings during 2007/2008 internal audit, PPP will recommend that the Service Plan includes specific objectives to address weaknesses (see R16).</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
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"> <li>External Audit recommendations incorporated</li> <li>Aligned with DQ policy objectives</li> <li>Arrange meeting with Internal Audit                             <ul style="list-style-type: none"> <li>- agree current actions required</li> <li>- agree future process</li> </ul> </li> <li>Add any additional recommendations to revised action plan</li> </ul>	Dec 07 Dec 07  Feb 08 Feb 08	<ul style="list-style-type: none"> <li>The data quality action plan was reviewed in December 2007 and aligned with data quality objectives.</li> <li>PPP Officer met with Internal Audit Manager 27 March 2008</li> <li>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. As a result, Recommendation 16 was added to this Action Plan.</li> <li>Internal Audit of 2007/2008 BVPI's commenced 9 June 2008.</li> <li>Data Quality Assurance Checklist developed by Performance &amp; Improvement October 2008 for circulation to all relevant officers.</li> <li>Meeting held between Performance &amp; Improvement and Internal Audit manager on 2 March 2009 to share information and ensure the Data Quality Action Plan incorporates Internal Audit recommendations.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
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"> <li>Data Quality Champions workshop to review Data Quality Policy</li> <li>Full review to be completed</li> </ul>	Feb 08  Mar 08	<ul style="list-style-type: none"> <li>A Data Quality Champions Workshop was held on 26 February 2008 to review the content of the Data Quality Policy</li> <li>All comments are reflected in the reviewed Data Quality Policy.</li> <li>Performance Management Guide reviewed June 2008.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>

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
<b>Systems and processes</b>						
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"> <li>Maintain audit trail of quarterly verification checks to validate</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Officers are currently in discussion with SHL to develop and implement a new data quality and verification process to update the audit trail in relation to Landlord Service PIs that are reported through the Council's Balanced Scorecard.</li> <li>SHL has completed data quality assurance checklists for the Landlord Services KPIs that are reported through the Council's Balanced Scorecard.</li> </ul> <p style="text-align: right;"><b>PARTIALLY IMPLEMENTED</b></p>
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"> <li>Ensure system testing, included in reviewed Data Quality Policy</li> </ul>	Mar 08	<ul style="list-style-type: none"> <li>Data Quality Policy reviewed June 2008. The reviewed policy identifies responsibility relating to system testing.</li> </ul>
		Elaine Wright/Peter Dean		<ul style="list-style-type: none"> <li>Develop flowchart for balanced scorecard reporting</li> </ul>	Apr 08	<ul style="list-style-type: none"> <li>Flowchart developed as part of Scorecard system development and completed April 2008. User Guides completed, updated and loaded on intranet October 2008.</li> </ul>
		Carl Roberts		<ul style="list-style-type: none"> <li>Develop control maps for Benefits system</li> </ul>	Feb 08	<ul style="list-style-type: none"> <li>Completed January 2008.</li> </ul>
		Heads		<ul style="list-style-type: none"> <li>Heads of Service to test systems and deal with any issues</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>The reviewed Data Quality Policy identifies this responsibility.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
<b>People and skills</b>						
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"> <li>Data Quality competency checklist developed and cascaded via SMT</li> <li>All managers to ensure record in relevant PDMs</li> </ul>	25 July 2007  Ongoing	<ul style="list-style-type: none"> <li>Data Quality Competency checklist was circulated to appropriate officers.</li> <li>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. (Data Quality is to be incorporated in all future PDMs for ongoing development)</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>

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
R11 Develop a data quality training programme and roll out training to relevant staff.	2	CPU/HR	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"> <li>Data Quality Champions consider training approach</li> <li>Develop programme with Human Resources</li> <li>Develop Member training</li> </ul>	<p>Apr 08</p> <p>Oct 08</p> <p>Oct 08</p>	<ul style="list-style-type: none"> <li>Data Quality Champions workshop held on 26 February 2008 to consider a training approach.</li> <li>The Council sets out a commitment to improving data management in the Staff Handbook.</li> <li>PPP Officer responsible for data quality met with Human Resources (HR) / training to incorporate Data Quality training in induction – first date 6 October 2008.</li> <li>Feedback from officers on the Data Quality Assurance Checklists has identified its usefulness as a training tool. Data Quality Champions will work with the Performance &amp; Improvement Team to develop awareness and promote the checklist.</li> <li>Following officer completion of data quality assurance checklists for all measures in the Balanced Scorecard, data quality status will form part of the Scorecard reporting from quarter 4 for 2008/09.</li> <li>Member training is being developed as part of the planned activity to raise awareness of all elements of Corporate Governance.</li> <li>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.</li> </ul> <p style="text-align: right;"><b>PARTIALLY IMPLEMENTED</b></p>
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"> <li>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</li> </ul>	<p>Oct 08</p>	<ul style="list-style-type: none"> <li>The rollout of the data quality training programme in recommendation 11 has increased staff awareness and skill around data quality.</li> <li>The revised Human Resources and Organisational Development work programme was agreed by SMB in December 2008 following the appointment of a new Head of Service.</li> <li>The Council's People Strategy has not yet been updated as completion of the Investors in People reaccreditation process is underway and will form a fundamental part of the new strategy.</li> <li>The Workforce Development Plan is in place until 2010.</li> <li>The introduction of a Vacancy Management Policy in October 2008 has provided an update in workforce development practices and SMB now review key employment data on a quarterly basis.</li> <li>The recruitment of a Training and Development Manager will expand Human Resources &amp; Organisational Development's ability to assess skill levels continuing on from the pilot skills audit underway in Environmental Operational Services.</li> </ul> <p style="text-align: right;"><b>PARTIALLY IMPLEMENTED</b></p>

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
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"> <li>Develop checklist</li> </ul>	July 08	<ul style="list-style-type: none"> <li>Data Quality Assurance checklist developed June 2008 and circulated to Heads of Service.</li> <li>The Performance &amp; Improvement Team will use the data quality assurance checklist to assign a data quality status to all Balanced Scorecard measures. Initial status assigned Jan 2009, further enhancements will be made to completed templates to support ongoing data quality improvements.</li> <li>Data quality status is assigned to all measures in the Balanced Scorecard. Data quality status will be reported with quarter 4 results to Executive in April 2009.</li> </ul> <p style="text-align: right;"><b>IMPLEMENTED</b></p>
R14 Improve arrangements for collecting BVPI82b by: <ul style="list-style-type: none"> <li>introducing review and sign off of the BVPI by a senior manager;</li> <li>monitoring the BVPI regularly throughout the year (operational manager);</li> <li>reconciling at year end the Council's performance data for this BVPI to HCC's performance data and then to the WDF figures;</li> <li>excluding fly tipping from the household waste figure;</li> <li>retaining all waste reports from HCC; and</li> <li>submitting recycling credit claims to HCC on a regular and timely basis.</li> </ul>	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"> <li>Future results to be reviewed by Manager or Head of Environmental Services</li> <li>Monitoring already happens, with Recycling Officer producing information and passing it to Manager for insertion in quarterly monitoring reports</li> <li>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</li> <li>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</li> <li>We will continue to retain all waste reports from HCC</li> <li>Recycling Officer now taken over the production of recycling credit claims and invoicing of materials</li> </ul>	Apr 08	<ul style="list-style-type: none"> <li>A corporate sign off procedure in place through Balanced Scorecard system.</li> <li>On-going monitoring in place – Balanced Scorecard introduced which will flag to Head of Service any problems.</li> <li>Reconciliation process arrangements in place.</li> <li>The Audit Commission accept the indicator as 'fairly stated' with the inclusion of fly-tipping. However, exclusion may improve performance. Options to be considered in future.</li> <li>Waste reports held centrally by Recycling Officer.</li> <li>Recycling Officer responsible for recycling credit claims and invoicing of materials reprocessors.</li> </ul>

