

# South Derbyshire District Council

## Data Quality Strategy 2008 to 2011

*“Getting it right first time policy”*

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# 1 Data Quality Strategy

## 1.1 What is Data Quality?

According to the Audit Commission, the six key characteristics of good quality data are:

- **Accurate** (in terms of correctness and intended purpose).
- **Valid** (in an agreed format which conforms to recognised Council and National standards).
- **Reliable** (in terms of stable and consistent data collection processes across collection points and over time)
- **Timely** (must be available for the intended use within a reasonable time period)
- **Relevant** (to the purposes for which used)
- **Complete** (based on the information needs of the body and data collection processes matched to these requirements)

## 1.2 Why is Data Quality Important?

Public services need information that is 'fit for purpose' with which to manage services and account for performance. For example, service providers need good information to make judgements about the efficiency, effectiveness and responsiveness of their services.

The 2006 Local Government White Paper, *Strong and Prosperous Communities*, and the Local Government and Public Involvement in Health Act 2007 have set out a new performance framework for local services. This will place greater reliance on data quality, to provide robust data for local performance management, and to inform performance assessments. It also emphasises the need for local public services to use information to radically reshape services and to account to local people for performance.

Inspection bodies such as the Audit Commission require assurance that performance information is accurate. This is increasing the emphasis on data quality, and the external audit approach of checking calculation and systems reports is developing into the more challenging scrutiny of systems controls. This is likely to entail an examination of the systems and processes for the collection of data, the skills required and the use of information. The quality of our data is crucial for assessments of council effectiveness. Policies and strategies for ensuring data quality as well as

governance and leadership for ensuring accurate and reliable data are essential.

The higher the number of amendments and reservations that we receive regarding our data following external inspection / scrutiny, the lower the confidence that Inspectors, Government and interested parties will have in the performance information we provide. This results in increased and more detailed inspection and the likelihood of lower performance scores.

Additional background information on data quality can be found in Appendix A.

## **2 South Derbyshire District Council's Data Quality Strategy**

Following a recent Data Quality inspection in July 2007, we were assessed to be at Level 2, against the descriptions in the Audit Commission's *Key Lines of Enquiry for Data Quality*.

Information on where we would like to be incorporating the recommendations made by the Audit Commission following this inspection; as well as the key internal and external drivers for change can be found in Appendix B.

### **2.1 Objectives of the Data Quality Strategy**

The Council recognises the importance of data quality, as we need reliable, accurate and timely performance information with which to manage / develop services, inform users and demonstrate our performance. We are committed to ensuring that we maintain the highest standards of data quality and as a result get our performance information "right first time." This will enable us to have the right information at the right time at the right cost.

In order to achieve this, we will:

- Ensure that performance information is high quality, consistent, timely, comprehensive and held securely and confidentially, by putting in place arrangements to secure the quality of data that we use to manage our services and demonstrate our performance.

- Make it clear what is expected from Officers, partners and contractors in terms of the standards of data quality
- Put in place systems, policies and procedures to enable the highest possible data quality, particularly where information is shared with partners.
- Ensure that we put in place the right resources, and in particular, having the right people with the right skills, to ensure we have timely and accurate performance information.
- Ensure that we have the right controls in place in order that we meet the expectations of Inspection Bodies, Government, partners, residents and any other interested parties in the performance information we provide.
- Ensure that reporting arrangements are in accordance with the Council's Communication Strategy

The purpose of the data quality reporting process is to ensure that the Council supports a learning culture to sustain continued improvement. All members of staff are encouraged to report on any data quality issues.

## **2.2 Scope of the Data Quality Strategy**

All Council systems and processes that produce performance information are in the scope of this strategy to ensure that accurate and dependable information is available for all Council functions.

The Council believes that continued initiatives in relation to data quality should be proportionate to risk.

Please note that issues relating to the Data Protection Act, Freedom of Information Act; Information Technology and the security and control of IT systems are all excluded, as these are covered in the Council's Information Communications (ICT) Strategy.

## **2.3 Principles of the Data Quality Strategy**

There are a number of principles that underpin good data quality. It is important to consider these sequentially because if any of the principles are not adhered to, it will lead to inaccuracies, and adherence to subsequent principles will not be able to rectify the position.

**Awareness:** everyone recognises the need for good data quality and how they can contribute.

**Definitions:** everyone knows which performance indicators (PIs) are produced from the information they input and how they are defined.

- Statutory PIs have nationally set definitions. It is important that every detail of the definition is applied. This ensures that data is recorded consistently, allowing for comparison over time, and national benchmarking.
- When setting local PIs, there is a need to ensure that a clear definition of the PI has been established and that there are systems available to collect and report the data in an agreed format.
- In some cases, there are a number of similar indicators (some national and some local) measuring the same thing in slightly different ways. It is important to ensure that separate figures are calculated and reported systematically for each definition.
- Every PI should have a named officer who is responsible for collecting and reporting the information. This ensures that there is consistency in the application of definitions and use of systems for providing the data. Each named officer should be kept up-to-date of any changes in definition that may occur from time to time.

**Input:** there are controls over input; especially that information is input on an ongoing basis; rather than stored up to input later.

- The aim should be 100% accuracy, all of the time.
- It is important that clear guidelines and procedures exist for using systems and officers are trained to ensure that information is being entered consistently and correctly.
- Data should be entered on a consistent basis; this reduces the error rate and the need for complex verification procedures.
- Controls should also be in place to avoid double counting. These should be designed according to the nature of the system, in particular where more than one person inputs data. A likely control

will be a clear division of responsibility setting out who is responsible for what data entry.

- The systems must also record all relevant information and be kept up to date.

**Verification:** there are verification procedures in place as close to the point of input as possible.

- Data requirements should be designed along the principle of 'getting it right first time'. This will avoid waste in cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases and maintaining outdated systems.
- A verification procedure should exist close to the point of data input. The frequency of verification checks will need to be aligned with the frequency of data reporting.

**Responsibility:** Each PI, whether national or local, has an assigned Officer who takes responsibility of the systems to support this PI as well as reporting this information to the required standards.

- Officers with responsibility should document the procedures that need to be undertaken to produce this information to the required standard in the form of a procedures document, which is reviewed and updated on a regular basis.
- Officers with responsibility should procure and then manage IT systems to ensure a robust control environment.
- These procedures should be reviewed and updated on an annual basis.
- Officers should ensure that they have contingency arrangements in place to produce this information at all times.

**Output:** performance indicators are published regularly and efficiently

- Any output produced should have an auditable trail (i.e. evidence to support the data output that would satisfy an Auditor .)

**Presentation:** annual PIs are presented, with conclusive evidence, in such a way as to give an easily understood and accurate picture of our performance to all stakeholders, external bodies and the public.

## **2.4 Standards and Procedures**

The Council is committed to collecting and processing data according to national and locally defined standards. Standards and procedures are necessary to ensure that:

- Data collection is consistent, and in accordance with national definitions as laid down in the statutory performance indicator guidance where appropriate.
- Information can be meaningfully compared / collated both across the organisation and nationally.

Where there is no national standard to guide procedures for data collection, processing or reporting, the Council will generate its own local standards and procedures. This will be done as and when required, and when initial work to ensure organisation-wide standards and procedures are in place for all key data collection processes.

Where problems are identified, corrective action and any recommendations for change will be identified. This stage may be complex, especially where more than one information system is involved. The 'master' source of the data must be identified and the impact on recipient systems evaluated. Where at all possible, data must be corrected at source and this is the responsibility of the appropriate service managers. Should areas where issues of incorrect data are not being put right are identified; the matter will be referred to the relevant Director.

## **2.5 Risk Assessment**

Data quality is embedded in the Council's Corporate Risk Register. Currently, data quality has a 'medium risk' rating and areas considered as 'high risk' include:

- A high volume of data transactions;
- Technically complex performance information definition / guidance;
- Problems identified in previous years;

- Inexperienced staff involved in data processing / performance information production;
- A system being used to produce new performance information;
- Errors in calculation and,
- Known gaps in the control environment.

## 2.6 Roles and Responsibilities

### Officers

Data quality is the responsibility of every employee who enters extracts or analyses data from any of the Council's information systems and records. Every employee should be aware of his or her responsibilities for quality of data.

- The **Corporate Policy & Performance Officer** has senior responsibility for data quality with regards to performance information. The Corporate Policy & Performance Officer will report to the Head of Organisational Development on data quality and any data quality issues that arise.
- The **Policy & Performance Division** will be the Data Quality Co-ordinators with responsibilities for promoting the importance of data quality throughout the organisation. In addition, the Policy Division will:
  - Advise and support services and Internal Audit of new and amended performance indicators so that data quality processes can be set up / amended.
  - Check and collate data returns and ensure that appropriate explanations are provided for performance exceptions.
  - Maintain and publish links to national performance indicator guidance so that it is readily available to data collectors, authorisers and Internal Audit.
  - Develop the performance management framework and supporting systems to incorporate data quality processes at the point of collection based on recommendations from External and Internal Audit

- **Directors** have the responsibility for the accuracy of data quality and that performance processes are in place to maintain and enhance data and information quality for their directorate.
- The **Policy & Performance Division** and **Directors** are responsible for formulating improvement measures in the Action Plan supporting this strategy, as well as monitoring to ensure that progress against the plan is systematically monitored and taking any corrective action, if required.
- **Team Leaders** and **Heads of Service** are responsible for ensuring that adequate, safe systems holding an acceptable standard of information are developed and maintained. Performance information they provide is accurate, timely and meets the relevant guidance. They are also responsible for ensuring the implementation of corporate policy and procedures and the development of service based policies and procedures for performance information.
- Data champions (or data managers) are those Officers who are **BVPI Originators**. Data champions will take particular responsibility for data quality and drive improvements in their service areas.
- It is the responsibility of all staff that input, store, retrieve or otherwise manage data to ensure that it is of the highest quality.
- Everyone in the Council will be responsible for complying with this Data Quality Strategy.
- All staff are responsible for following policies and procedures, and all line managers for ensuring that this is the case in their respective service teams.

Commitment to data quality will be clearly stated in job descriptions for all relevant roles within the Council, ensuring that Officers recognise their responsibilities as an integral part of their role.

### **Councillors**

The Chair of the Finance & Management Committee has responsibility for data quality as part of its responsibility for corporate governance and risk management, and is the Member Performance and Data Quality Champion.

## **2.7 Contracts**

The Council recognises that data quality is an important part of any contract that is outsourced to a third party. This is of particular importance to front line service contracts where large amounts of performance data are requested by the Council to judge a contractor's performance.

We will ensure that appropriate contracts for data collection are in place and where data quality is instrumental to the delivery of the service a standard clause will be inserted into the contract, which defines data quality and how it should be embedded into the contractor's processes. This will apply to contracts tendered after 1<sup>st</sup> April 2008. This clause will lay out our requirement for the contractor to provide timely and accurate information and that responsibilities for data quality and checking information are clearly set out.

Responsibility for the verification of data lies within the service managing the contract.

## **2.8 Partners**

Important information is provided by partner organisations and other external agencies e.g. Primary Care Trust, Derbyshire Police and Derbyshire County Council. We will work constructively with these organisations to provide assurance of the data quality. Any doubts about data quality should be addressed with the partner.

Responsibility for data verification lies within the service receiving the information. Internal Audit and the Policy & Performance Division can provide advice and guidance if needed.

## **2.9 Output and Reporting**

Performance data required by external government departments and inspection bodies normally has a timetable for publication. All performance information should be available in time for management assessment and action prior to publication. It is important that performance information is subject to scrutiny and challenge before final reporting. This can be achieved through verification of output reports, service and directorate review.

Performance updates with any issues are reported to the relevant policy committee.

The Audit Sub-Committee also plays a role through the scrutiny of financial and non-financial performance and corporate governance monitoring and review arrangements

Reporting accurate information leads to good decision-making and improved performance. For many indicators that performance will only be recognised publicly if external bodies can substantiate it. The Council receives external validation through an audit process. During these audits the officer responsible for data collection should be available to provide all supporting information. If that officer is not available, there should be at least one other officer who is able to provide advice and information on the PI. The audit will require working papers to confirm the definition has been followed, the calculations are correct and that the indicator is supported by a full audit trail.

A comprehensive process is already in place for the collection, verification and reporting of the statutory national performance indicators (Best Value Performance Indicators).

## **2.10 Monitoring and Review**

Directors and the Corporate Policy & Performance Unit will monitor the policy and the Council's overall approach to data quality. Internal Audit will provide internal assurance controls. A formal reporting structure for this will be developed.

The monitoring and review process will involve:

- Regular meetings with PI originators and Heads of Service, to ensure that the correct systems and procedures are in place, including providing support to data collectors;
- Routine and 'spot' checks;
- Follow up of any data quality queries from members of staff; and,
- Liaising with Internal Audit and External Audit regarding any data quality issues they have come across as part of their review / Inspection programme.

The Council recognises the need to achieve a balance between the resources required to set and meet data quality standards and the relative benefits that flow. We will take this into account in developing our approach to monitoring and review. It will be necessary to focus resources on data that the Council regards as critical to its overall business objectives. Equally, the right balance must be achieved and

justified between the dimensions of data quality; for example, a balance needs to be struck between accuracy and timeliness.

### **3. The Way Forward: Data Quality Action Plan**

#### **3.1 Action Plan**

Implementation of the Data Quality Strategy is through the actions listed in the Action Plan at Appendix C.

#### **3.2 Anticipated Outcomes**

The main anticipated outcomes of delivering the Action Plan are:

- Improved accountability for data quality issues.
- Increased awareness of data quality and its importance.
- Increased commitment to data quality by the Council.
- A strengthened performance management framework.
- Informed decision making to improve service delivery

#### **3.3 Action Plan Monitoring**

The delivery of this Data Quality Action Plan will be monitored on a quarterly basis by the Corporate Policy & Performance Unit, and reported to Corporate Management Team. An annual report will also be produced and presented to the Corporate Management Team / Member Performance and Data Quality Champion.

## **Appendix A: Background Information on Data Quality**

### **Information and Data**

Public services need reliable, accurate and timely information with which to manage (develop) services, inform users and account for performance. Service providers make many, often complex, decisions about their priorities and the use of resources. Service users and members of the public more widely, need accessible information to make informed decisions. Regulators and government departments need information to satisfy their responsibilities for making judgments about performance and governance.

According to the Audit Commission, a lot of time and money is spent by local authorities and public bodies on activities and systems that are involved in collecting and analysing data, that underlies performance information. Despite this '*there remains a prevailing lack of confidence in much of this data.*' Therefore, an increasing reliance is placed on this information in performance management and assessment regimes, and the need for reliable data has become more critical.

Good quality data is the essential ingredient for reliable performance and financial information to support decision-making. The data used to report on performance must be '*fit for purpose,*' represent the Council's activity in an accurate and timely manner. At the same time, there must be a balance between the use and importance of the information, and the cost of collecting the required data to the necessary level of accuracy.

### **Data Requirements for the Council**

All information in the Council is built up from a variety of sources. These 'data' form the basis of whatever information is used in the Council. The information is used locally, but also nationally, to inform planning, performance management and to contribute to national statistics. To ensure consistency and comparability at a national level there are numerous rules and protocols about how, when and why certain data should be collected. If these rules are not followed closely or if the data are missing or unreliable then the information itself will be more likely to be flawed (resulting in low quality data). Conversely, the higher the quality of the underlying data, the more likely it is that the resulting information is accurate and consistent between organisations.

In practice, most data in the Council is gathered as part of the everyday activity in a huge variety of settings. This means that unless we have well managed systems and processes operated by appropriately supervised staff, errors can creep in and the quality of data can decline.

From an external monitoring perspective, the Council requires accurate information to manage service agreements with partners, along with data needed to meet for example, the reporting requirements listed below:

### **National Requirements**

- Best Value Performance Indicators.
- Statutory returns / data sets (e.g. to the Department for Works & Pensions; Department for Communities & Local Government).
- Quarterly monitoring returns e.g. Government Office for the East Midlands (GOEM) reports.
- External inspections e.g. Audit Commission, Benefit Fraud Inspectorate.

### **Audit Requirements**

The Council is regularly audited to ensure that:

- There is compliance with applicable legislation.
- Best practice derived from British and International standards are implemented.
- Suitable processes are used, and control put in place, to ensure the completeness, relevance, correctness and security of data.

### **Local Requirements**

- Progress against the Council's Key Priorities and Key Service Priorities.
- All performance indicators.
- Progress against Improvement and Service Plans.

### **Information Governance**

The Council seeks to maintain high standards in terms of data it shares both internally and externally, which are in accordance with the Council's ICT Strategy. These provisions are strengthened by specific staff guidance contained in the Electronic Communications Policy.

## **Appendix B: Developing the Data Quality Strategy**

The Council recognises that accurate performance data is a crucial element of a robust and proactive performance management system. It will enable appropriate internal management and external scrutiny of the Council's activities. It is important for the efficient and effective running of the Council's services to have accurate information. This includes both the volume and quality of services that we are providing, to properly represent the Council's activities.

### **Diagnostic – Identifying where we are now and where we want to be**

The Audit Commission has developed a new approach to the audit of performance indicators. It is a broader piece of work than the previous review of Best Value Performance Indicators and focuses on the Council's arrangements to ensure data quality.

This audit approach has 3 stages:

Stage 1: Review of overall management arrangements to secure data quality

Stage 2: 'Comprehensive check' of reported performance information

Stage 3: 'Data Quality' spot checks

### **Where we are now?**

In November 2005, the Council agreed 'Achieving More – a framework for managing performance and improving services.' The framework details responsibilities and accountabilities (at a member and officer level) for the main components of our performance management arrangements including the Derbyshire Local Area Agreement

In July 2007, the Audit Commission undertook an inspection of our data quality systems. This focused on Stage 1 of this process, where the objective was to determine whether proper corporate management arrangements for data quality are in place, and whether these are being applied in practice. The findings contribute to the auditor's conclusion under the Code of Audit Practice on the audited body's arrangements to secure value for money (VFM Conclusion).

The Council was assessed to be consistently above minimum requirements for data quality, at Level 2, against the descriptions in the Audit Commission's Key Lines of Enquiry for Data Quality.

*[The possible ratings were Level 1 to 4, with 4 being the highest. It is understood that the majority of local authorities have been awarded a Level 2].*

As a result of the Data Quality Inspection, and the gaps identified in the Key Lines of Enquiry for Data Quality, the Audit Commission identified areas where the Council could further improve its approach to data quality.

### **Where we want to be?**

Many of the improvements identified in the Audit Commission's report were specific, and as a result several recommendations were made. These reflect the main variances in our practice from the Commission's Key Lines of Enquiry on management arrangements for data quality. These improvements and recommendations have been brought together within the ambit of this comprehensive Data Quality Strategy.

### **Conclusion**

The Council strives to seek continuous improvement in everything that it does, and as such, will progress the recommendations made by the Audit Commission.

The Council would like to achieve Level 4. However, we need to develop an action plan, which is proportionate to risk, and further promote and embed awareness of data quality issues across the Council.

### **Drivers of Change**

There are several areas of activity that will have an impact on delivering our progress towards Level 4 of the Audit Commission assessment. Identifying these drivers for change will take us from current reality to future possibility (see Figure 1, below). These are the key areas we can take action and that create real leverage to improve our performance.

**Figure 1 Drivers for Change**

<b>Internal Drivers</b>	<b>External Drivers</b>
Recognising the importance of reliable information for the delivery and management of excellent services.	The Audit Commission's 'Data Quality' agenda through the new Key Lines of Enquiry.
Needing to respond to the recommendations made by the Audit Commission following the Data Quality Inspection in line with the change in auditing approach for performance indicators	The Comprehensive Performance Assessment / Comprehensive Area Assessment framework, by which all local authorities are assessed and judged on performance.
Needing to formalise the current arrangements for performance management to explicitly include reference to data quality.	Public / Partner expectations

## APPENDIX C: DATA QUALITY STRATEGY -ACTION PLAN

Governance and Leadership					
No	Action	Target	Outcome	Timescale	Responsible Officer (s)
1.1	Identify data quality 'champions' across the organisation  <i>Note: champions would also promote effective performance management</i>	Service area champions identified  First meeting of champions group held	Greater commitment to data quality across the organisation;  Mechanism in place to 'cascade' corporate information to service areas and to share best practice.	March 2008	Head of Organisational Development
1.2	Establish arrangements for formally reporting data quality issues to those with responsibility for corporate governance	Annual report on data quality issues (linked to year- end performance monitoring reports) provided to Corporate Management Team (CMT).  Feedback on Audit Commission annual Data Quality Review reported to Audit sub-Committee	CMT has the opportunity to challenge the integrity of data, make appropriate management interventions and highlight key issues for members	March 2009  August 2008	Head of Organisational Development / Corporate Performance & Policy Officer

<b>Governance and Leadership (continued)</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
1.3	Ensure that risks associated with data quality are identified and managed	Data quality reviewed on a regular basis as part of the Risk Management Strategy/Action Plan	Increased awareness of the potential consequences of failures in data quality and the need for action to mitigate risks	March 2008 (and ongoing)	Head of Finance and Property Services
1.4	Increase involvement by Internal Audit in the audit of non financial performance information	Involvement defined and built into the Annual Audit Plan	Increased confidence by stakeholders in the reliability of performance information; managers are supported in the development of robust systems and processes	March 2009	Head of Finance and Property Services

<b>Policies and Procedures</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
2.1	Develop the Council's Performance Management Framework to include Value for Money, Partnership Working and Governance	Review of Framework completed  New areas included in quarterly monitoring and reporting regime	Improved performance in new and existing areas; responsibility and accountability clearly assigned; timely and targeted management intervention; reliable performance information (which the Council can confidently share with partners)	April 2008	Head of Organisational Development / Corporate Performance & Policy Officer
2.2	Link data quality to the service planning process	Details of arrangements for ensuring data quality included in all Service Plans, together with a risk assessment	Improved accountability for data quality at a service level	June 2008	All Heads of Service

<b>Policies and Procedures (continued)</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
2.3	Improve the range and quality of guidance on data collection, monitoring and reporting	<p>Annual reporting timetable produced</p> <p>National guidance circulated in a timely manner</p> <p>Workshop for data collectors and reviewers held (with in year events as required)</p>	Managers and staff feel supported and are clear about what is expected of them; data is collected and reported accurately and in a timely manner; a culture of 'right first time' develops across the organisation	<p>April 2008</p> <p>As required</p> <p>March 2008</p>	<p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p>
2.4	Ensure user guides and procedure notes are in place for key IT systems	<p>Key systems identified and prioritised</p> <p>Programme established and rolled out</p>	Managers and staff feel supported and are clear about what is expected of them; data is collected and reported accurately and in a timely manner; a culture of 'right first time' develops across the organisation	March 2008 and ongoing	Head of IT & Business Improvement / All Heads of Service

<b>Systems and Processes</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
3.1	Introduce an IT based system for managing performance across the organisation	Suitable systems identified and evaluated  Funding secured  Rollout of system in accordance with project plan	More management control of data collection and reporting; promotion of 'right first time approach across the organisation'; increased compliance with reporting requirements and deadlines; 'real time' information on performance available to everyone	December 2008  March 2009  March 2009	Head of Organisational Development
3.2	Review IT security on a monthly basis  <i>Note; An action in the ICT Strategy</i>	Monthly reviews undertaken	Security of systems is maintained and access to restricted data is not compromised	On going	Head of IT & Business Improvement
3.3	Review IT Business Continuity  <i>Note; An action in the ICT Strategy</i>	Revised and updated plan in place	IT systems available during and after an emergency (supported by back up plans and recovery plans); action taken to prevent the loss of data	September 2008	Head of IT & Business Improvement

<b>Systems and Processes (continued)</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
3.4	Periodically review key IT systems to ensure data is collected according to relevant policies and definitions	Annual review completed	Data is collected accurately and is 'right first time'	March 2008 and annually thereafter	All Heads of service
3.5	Strengthen arrangements for ensuring that data supplied to and received from partners and government agencies is of high quality	Formally adopt the Derbyshire Partnership Protocol (Local Area Agreement)	Increased confidence by the Council and its partners in the reliability and robustness of shared data	June 2008	Director of Corporate Services
		Establish procedures and reporting arrangements for the completion of returns to Government and other bodies		October 2008	Director of Corporate Services
		Review service level agreements with partners to ensure high quality performance data is supplied to the Council		October 2008	Appropriate Heads of Service
		Introduce standard data quality clauses in all Council contracts		April 2008	Head of IT & Business Improvement

<b>People and Skills</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
4.1	Ensure that staff have the necessary skills and competencies for their roles in relation to data quality	<p>Assessment of data quality skills across the workforce completed</p> <p>Development programme established</p> <p>Review job descriptions and person specifications for relevant employees</p>	Improved capacity within the organisation to deliver data quality	<p>June 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>All Heads of Service</p>
4.2	Improve Member awareness of data quality	Workshop on performance management and data quality held	Increased understanding by Members of performance management and the importance of data quality	December 2008	Head of Legal & Democratic Services
4.3	Embed data quality in management responsibilities	Data quality initiatives are included in development programmes	Increased awareness of the data quality agenda	December 2008	Head of Organisational Development

<b>Data Use and Reporting</b>					
<b>No</b>	<b>Action</b>	<b>Target</b>	<b>Outcome</b>	<b>Timescale</b>	<b>Responsible Officer(s)</b>
5.1	Keep under review arrangements for preparing performance information and reporting performance to Committees / Partners	Annual review of the performance management framework completed, including consultation with members, managers, employees and other stakeholders	Continued development of performance management across the organisation; stakeholders 'own' these developments	December 2008 (and annually)	Corporate Performance & Policy Officer
<b>Delivering the Strategy</b>					
6.1	Monitor progress on delivering the Action Plan	Provide quarterly reports to the Finance and Management Committee / CMT and to employees via the Team Brief	A clear demonstration of the Council's commitment to, and progress towards, high standards of data quality	From April 2008	Head of Organisational Development
6.2	Review and roll forward the Action Plan	Updated Action Plan produced (incorporating latest Audit Commission recommendations and feedback from members, employees and other stakeholders)	An agreed, up to date framework for delivering data quality	March 2009 (and annually)	Head of Organisational Development