No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
1	Ensure that responsibility for data quality is part of job descriptions and the PDR process.	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCPP team. HR to audit PDR's for a sample of nominated employees in 2008	Departments, CCPP	By Q2 2007 and incorporated into PDR's in 2008		Advice from HROD to defer modifications to job descriptions until after the implementation of JE is being followed, so it is now planned to re-start this action in Q2 2008/09.	🟥
					M	Advice on the inclusion of data quality objectives & targets in PDRs (where relevant) will be provided as part of the PDR guidance to be issued for the 2008 round of PDR's. sample PDR's will be reviewed in Q1 2008/09, following the completion of the PDR process.	🟩
2	Develop and deliver awareness training and more specific training for staff responsible for data quality	Awareness seminars and training sessions scheduled in training plan Further training sessions will be arranged for staff that fail to attend initial training sessions and	Communications, Policy and Performance team with HR	Quarter 2 2007/08 onwards	M	Six courses were held in November and 61 people were trained. Eleven members of the target audience did not attend for a variety of reasons. Further training sessions will be scheduled in 2008/09 to cover these people and also for any staff newly nominated to roles with a performance data element. Attendance will be determined following the nomination of PI owners and deputies for the new set of National Indicators and new local indicators that will be	🟩

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		for staff newly nominated to the role of PI owner or deputy and/or take on roles that have some involvement with performance data				used from 2008/09 onwards.	
3	Ensure that, when making submissions on nationally reported PIs, the definition has been followed.	This will be achieved by completion and review of PI certificates	All PI compilers and those responsible for PI data quality	April 07 to June 07, thereafter January to June in subsequent years	H	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.	COMPLETED

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4	Ensure that all local PI's (whether reported corporately or not) have specific definitions and counting rules.	PI certificate format will be reviewed and amended as necessary for local PI's. Certificates will be used for local PI's for 2007 onwards	Performance Plus sub-group All PI compilers and those responsible for PI data quality supported by Communications, Policy and Performance team	End Jun 07 Corporately reported PI's. End Sep 07 others thereafter January to June in subsequent years	H	Corporately reported local Pi's had PI certificates completed by end June. Following publication of the action plan it was decided that in future the PI certificate would be split into two parts – the PI procedure note (see next action) would contain the definition (see next action) and an abridged certificate would be used to sign off performance results at year end.	COMPLETED C/F TO ACTION 5
5	Ensure that all PI's have a documented procedure for the gathering of PI data and calculation of the PI	Guidance will be provided by CCPP team (in conjunction with ICT). Undertake an audit to ensure that:- a)PI owners have documented procedures. b) Review asample of procedures to	PI data quality lead J Outhwaite Senior Policy & Performance Officer	By end Q3 2007/08 March 08	H	Training in the use of the procedure note was included in the Data Quality awareness training course. PI procedure notes will be compiled for all new NI's that relate to District Councils plus all local indicators that will be corporately reported (these will be defined in the Council Plan) from 2008/09 onwards. It is planned to complete the procedure notes by the end of March 2008. Following completion of the PI	

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		review to ensure that they are fit for purpose				procedure notes the audit will then be undertaken in Q1 & Q2 of 2008/09	█
6	Ensure that all relevant staff have an understanding of PI definitions calculated from data they input/analyse/extract	Training (where this is not already the case)	Departmental PI data quality leads	Ongoing	H	Importance of data definitions discussed at Performance Champions Group. Data Quality awareness training will re-enforce this	█
7	Ensure that data provided by external contractors meets requirements for reporting performance.	Depending on individual circumstances this might be achieved by making provision in contracts or by direct action such as documented spot checks	Performance managers/officers; Communications, Policy and Performance team; Internal Audit (as part of appropriate scheduled audits)	Ongoing	M	See number 8 below	█
8	Ensure that all future contracts specify requirements of contractors to provide performance data	Procurement procedures to be reviewed and revised if necessary	Procurement team supported by Communications, Policy and Performance team	Quarter 2 2007	M	Discussions have been held with the Procurement Manager. Guidance and procedures to ensure that performance information requirements are built into contract specifications and that due regard is given to the suppliers ability to supply information of adequate quality. This will be incorporated into a	█

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						revised set of Procurement guidance & procedures due to be approved in March 2008.	
9	Ensure that the council has a programme of data validation to support accurate performance reporting.	Programme to be implemented by PI data quality leads, with central record kept by the P&I team	Communications, Policy and Performance team; performance managers/officers Internal Audit (as part of appropriate scheduled audits)	July 07 and ongoing	M	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)	Now not applic-able
10	Ensure that data controls are robust.	Specific measures will depend on the system and will be the responsibility of the data quality lead for each system to address.	All PI compilers and those responsible for PI data quality supported by Internal Audit & Communications, Policy and Performance team	July 07 and ongoing	M	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)	Now not applic-able
11	Ensure that all PI's have a nominated person and deputy responsible for data quality	Data gathering exercise	Heads of Service supported by Communications, Policy and Performance team	Mar 07 and updated regularly	H	List of PI owners and deputies has been compiled. All PI owners and deputies will attend the Data Quality Awareness course. However due to the significant changes in National Indicators introduced by DCLG the list of PI's and owners/deputies need to be revised. This will be done by end March 2008.	

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12	Undertake an annual risk assessment of PI's. Develop an appropriate programme of improvement	Council risk methodology	Communications, Policy and Performance team with PI data quality leads. Relevant PI data quality leads	Sep to Oct each Year Ongoing	H	There were no problems reported by the external auditors in their audit of selected PI's. There were no changes to BVPI definitions during the year and no problems arose during the preparation of PI certificates. Hence there were no PI's judged to be 'at risk' in 2007/08. The position for 2008/09 is likely to be somewhat different – with the introduction of the new National Indicator set. The action numbered A1 will address this in 2008/09	
13	Ensure that appropriate scrutiny of PI's is undertaken at, for instance, DMT's, prior to submission of performance information to CMT	Visits and briefings at DMT's	DMT's visited/supported by Communications, Policy and Performance team	April 07 and ongoing	M	Assistant Chief Executive has visited all DMT's. Senior Policy & Performance Officer has visited some DMT's. Senior Policy & Performance Officer scrutinises all PI data priori to submission to CMT and feeds back to Departments. Data quality has risen steadily over the past few months.	

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14	Ensure that PI certificates are completed for all PI's	Guidance already issued – implemented in 2006 supported by workshops	All PI compilers/reviewers and PI data quality leads supported by Communications, Policy and Performance team	April 07 – June 07 and subsequent years	H	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.	
		Ensure records of certificate review are maintained	J Outhwaite, Senior Policy & Performance Officer			PI certificates will be completed for all BVPI's and corporately reported local PIs for the end of 2007/08 – by end May 2008	

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A1	Undertake a formal programme of data quality review that challenges both the integrity of data and compliance with departmental procedures. - .	Development of a programme of reviews, based on risk assessment. Approval of review programme. Undertake reviews and record outcomes. Review outcomes of reviews and report to those charged with governance	J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive) J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive)	Jun. '08 Jun. '08 Mar. '09 Mar. '09	H	Following the implementation of the new National Indicator set in April 2008 the risk assessment will be completed and the reviews scheduled.	
A2	Spreadsheets used for the production of PI data are adequately protected.	Access to spreadsheets is limited to authorised users Access rights are reviewed regularly	J. Outhwaite (Senior Policy & Performance Officer)	Mar. '08 Jun. '08 ongoing	H	Action completed	COMPLETED