

No	Action	How	Who	When	Priority	Traffic Light
1a	Ensure that responsibility for data quality is part of job descriptions	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCpp team.		By Q2 2007	M	
Current Position and planned actions						
1a.1	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.					
1a.2	Summer 08 - Due to delays in implementing JE this may need to be deferred to Q3 2008/09					
1a.3	14/10/08 – this is therefore unlikely to be before 2009, revisit in new year after JE has been implemented.					
1a.4	10/12/08– no change to above					
1a.5	01/02/09 – review this action in summer 2009 following implementation of Job Evaluation					
Current Position and planned actions						
1b	Ensure that responsibility for data quality is part of the PDR process.	HR to audit PDR's for a sample of nominated employees in 2008		In PDR's for 2008 round	M	
Current Position and planned actions						
1b.1	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.					
1b.2	Jan 08 Guidance was provided to HoS as part of the PDR information. An audit of 40 PDR's undertaken in early June showed that 50% had some references to data quality actions. The quality of the actions varied, some excellent, others less specific. As this is the first year of inclusion of DQ in the PDR process it can be considered to be a reasonable start.					

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1b.3	Summer 08 HoS were appraised of the findings of the PDR audit. Further guidance will be issued next year.					
1b.4	14/10/08 - For 2009 PDRs we should give HoS a specific list of people who we would expect DQ to feature in PDRs – based on PI owners & experience during 2008. Reminders/guidance to be sent out to HoS via HB Jan to April 2009. PDRs to be sampled by HROD in same way as previous year					
1b.5	10/12/08– no change to above					
Current Position and planned actions						
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	CCPP team with HR	Quarter 2 2007/08 onwards	M	
2.1	Six courses were held in November 07 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 used from 2008/09 onwards.					
2.2	Jan 08 Further training sessions will be arranged in Autumn 2008 for staff that fail to attend initial training sessions and for staff newly nominated to the role of PI owner or deputy and/or take on roles that have some involvement with performance data					
2.3	Summer 08 - Preparations are in place to run another course in Q3 2008/09 to cover those that missed the last series and also any others – e.g. new starters or staff now involved with PI's that were not last year					
2.4	14/10/08 Course arranged for next week. JO to advise HB if issues about presentation slides not resolved. JO to get list of attendees from Jayne Brown, HB will send them a '3 line whip' reminder about attending					
2.5	10/12/08 – Course held as planned, slides issue was resolved. Reminder issued by HB and required attendance was achieved.					

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2.6	10/12/08 Review need for a further refresher course in Autumn 09					
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	
Current Position and planned actions						
3.1	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.					
3.2	Summer 08 - PI certificates completed & signed off for 2007/08					
3.3	10/12/08 - Higher risk indicators will be subject of pre-audit, between April and June 2009, by CCPP team prior to submission					
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	All PI compilers and those responsible for PI data quality supported by CCPP team Communications, Policy and Performance team with Performance Champions Group	End Jun 07 Corporately reported PI's. End Sep 07 others. Thereafter January to June in subsequent years	H	
Current Position and planned actions						
Corporately reported local PI's had PI certificates completed by end June. 2007						

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	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						
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 a sample of procedures to review to ensure that they are fit for purpose	PI data quality lead J Outhwaite Senior Policy & Performance Officer	By end Q3 2007/08 March 08	H		
Current Position and planned actions							
5.1	Training in the use of the procedure note was included in the Data Quality awareness training course.						
5.2	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.						
5.3	PI procedure notes were completed during Q1 2008, with a small number of exceptions, which relate to NI's where there is still uncertainty about the definition and/or method of data capture						
5.4	10/12/08 Following the report to Leaders' Group (Dec 08) on estimated outturn the use of procedure notes will be extended to include all local PI's – including those reported only at DMT. In addition existing PI procedure notes will be reviewed for completeness. To be completed by end September 2009						
6	Ensure that all relevant staff have an understanding of PI definitions calculated from data	Training (where this is not already the case)	Dept PI data quality leads	Ongoing	H		

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	they input/analyse/extract					
Current Position and planned actions						
6.1	Importance of data definitions discussed at Performance Champions Group. Data Quality awareness training will re-enforce this					
6.2	Summer 08 Re-enforced at Performance Champions group (PCG) meetings in 2008, plus advice & guidance given to staff who submit incorrect performance information. Reporting of errors in PM reporting to CMT and Leader's Group has re-enforced the focus on DQ and has resulted in a significant drop in reporting errors identified/amended at the corporate centre.					
6.3	14/10/08 although reduced there is still a residual problem with the "I,S,W" calculations. JO to include HB on the monthly update of errors. HB will follow up with persistent offenders , e.g. ask them to account for themselves if necessary					
6.4	10/12/08 PCG membership to be revised & strengthened and the group to be "re-vitalised" in 2009					
Current Position and planned actions						
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; CCPP team; Internal Audit (as part of appropriate scheduled audits)	Ongoing	M	
Current Position and planned actions						
See commentary for Number 8 below						
Current Position and planned actions						
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 CCPP team	Quarter 2 2007	M	
Current Position and planned actions						
8.1	Discussions have been held with the Procurement Manager. Guidance and procedures to ensure that performance					

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	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 revised set of Procurement guidance & procedures due to be approved in March 2008.					
8.2	Summer 08 Guidance has been incorporated into the revised procurement rules					
8.3	14/10/08 JO/HB – Spot check 3 to 5 contracts (issued this year since guidance included) in Jan 09 to see if they are compliant.					
8.4	14/10/08 JO/HB – it was recognised that we need to something about ensuring DQ with partners & via theme groups. A new action is to be added to the list – see item 8a below					
8a	Ensure that there are adequate arrangements for data quality between partners/across LSP theme groups	Discuss with colleagues in County POG to see what they do, check KLOE's, develop & agree protocol	CCPP team with Partners	Summer 09	M	
Current Position and planned actions						
14/10/08 JO/HB – new item added to list (see 8 above)						
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	CCPP team performance managers/officers Internal Audit	July 07 and ongoing	M	
Current Position and planned actions						
9.1	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)					
10	Ensure that data controls are robust.	Specific measures will depend on the system and will be the	All PI compilers and those responsible for PI data	July 07 and ongoing	M	

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		responsibility of the data quality lead for each system to address.	quality supported by Internal Audit & Communications, Policy and Performance team			
Current Position and planned actions						
10.1	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)					
11	Ensure that all PI's have a nominated person and deputy responsible for data quality	Data gathering exercise	Heads of Service supported by CCPP team	Mar 07 and updated regularly	H	
Current Position and planned actions						
11.1	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					
11.2	Summer 08 - PI owners & deputies list has been updated					
11.3	10/12/08 – In recognition of the significant changes expected in the 2009/10 corporate PI set and in some NI ownerships (e.g. climate change PI's) the PI owners and deputies list will be reviewed in conjunction with the action to review PI procedure notes at 5) above. For completion by September 2009					
12	Undertake an annual risk assessment of PI's. Develop an appropriate programme of improvement	Council risk methodology	CCPP team with PI data quality leads. Relevant PI data quality leads	Sep to Oct each Year Ongoing	H	
Current Position and planned actions						
12.1	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					

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12.2	Summer 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						
12.3	14/10/08 noted that the recent report to CMT about at risk NI's has also supplemented this						
12.4	10/12/08 Noted that the PI clinics referred to in 5) above will address this for 2008/09						
12.5	10/12/08 Undertake risk assessment in 2009/10 by end Q2 and develop improvement programme (links to item 5.8 above).						
12.6	10/12/08 Risk assessment as per 12.5 to be reviewed in light of any local/national audit findings, NI FAQ's etc arising from experience of calculating 2008/09 outcomes						
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 CCPP team	April 07 and ongoing	M		
Current Position and planned actions							
13.1	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.						
13.2	Reporting of errors to CMT and Leader's group has increased the focus on data quality and reduced the number of errors identified/corrected at the corporate centre						
14	Ensure that PI certificates are completed for all PI's	Guidance already issued – implemented in 2006 supported by workshops Ensure records of certificate review are maintained	All PI compilers/reviewers and PI data quality leads supported by CCPP team J Outhwaite, Senior Policy & Performance Officer	April 07 – June 07 and subsequent years	H		
Current Position and planned actions							

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14.1	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.					
14.2	PI certificates will be completed for all BVPI's and corporately reported local PIs for the end of 2007/08 – by end May 2008					
14.3	Summer 08 - PI certificates completed for 2007/08					
14.4	10/12/08 – Based on experience to-date the PI certificate will be revised for 2008/09 to include additional information, such as numerator & denominator & location of working papers to support the result					
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	
Current Position and planned actions						
A1.1	Following the implementation of the new National Indicator set in April 2008 the risk assessment will be completed and the reviews scheduled					

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A1.2	Summer 2008 Risk assessment completed in June. It is now planned to undertake the audit in Q2/Q3. A list of NI's to be audited has been drawn up, based on a risk assessment, and approved by the Assistant Chief Executive					
A1.3	14/10/08 PI clinics that will be undertaken following report on 'at risk' NI's to CMT (Oct 08) will form a basis for the audit referred to above					
A1.4	10/12/08 Performance clinics referred to above have been held or are arranged					
A1.5	10/12/08 Review programme for 2009/10 to be determined by end Q1 and implemented during the year					
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	
Current Position and planned actions						
A2.1	Action completed					
A3	Review action plan in light of new KLOE's	Review plan against KLOEs used in 2008 audit	J. Outhwaite (Senior Policy & Performance Officer)	Dec 08	M	
Current Position and planned actions						
A3.1	Aug 08 – new action in light of experience in Audit					
A3.2	10/12/08 – Additional actions included in this plan aimed at securing level 3					
A3.2	Jan 09 – Actions A4, 5 & 6 below added to the action plan					
A4	Ensure corporate objectives for DQ are formally defined and published	Ensure DQ is referenced where appropriate in Core Brief, Performance Matters etc	H Bennett	Jan 08 forward	M	

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No	Action	How	Who	When	Priority	Traffic Light
A5	Ensure DQ is on team risk register, with action to review NI's & publish results to HoS	Review plan to KLOEs used in 2008 audit	H Bennett (J Outhwaite	Mar 2009	M	
A6	Review requirements to meet KLOE 3.2 (Information systems) with Internal Audit	Meet with Internal Audit	H Bennett and J. Outhwaite	Q1 2009/10	M	