

## Outcomes and Objectives

## Appendix 1

Outcome 1: Data is accurate and reliable on which to base policies and decisions		
Objective	What we have in place <sup>3</sup>	What needs to be done
1.1 Ensure that appropriate systems are in place for the collection, recording, analysis and the reporting of the data is used to monitor performance.	Corporate systems for collecting, recording, analysing and reporting performance data are robust and well designed. Processes for collecting and reporting this data are clearly aligned to the Council's priorities and objectives, and the data collected supports review of progress towards these and delivery of business plans.	<ul style="list-style-type: none"> <li>▪ There is a need for increased sophistication and efficiency within our corporate data collection systems. To address this, a procurement exercise is currently taking place for implementation of a web-based performance management application (Covalent).</li> </ul>
1.2 Ensure effective arrangements for monitoring and review of data quality are in place	Data quality is reviewed and monitored through a number of separate mechanisms, including annual self-assessment and challenge from the corporate performance team. Data quality issues are also identified and addressed through corporate performance processes.	<ul style="list-style-type: none"> <li>• Establish a formal programme of annual risk assessments of performance indicators</li> <li>• Embed provision for data quality checks to be undertaken from collection to reporting within new governance structure for the HSP, linked to the performance management framework.</li> </ul>
1.3 Establish effective controls to ensure that information systems produce the quality of data needed to report on performance and inform decision making	There is a well-defined sequence of controls for corporate performance data both at a corporate level and within source systems at service level. The Council's self-assessment process for BVPI and key CPA indicators provides a good level of control on an annual basis	<ul style="list-style-type: none"> <li>▪ Implementation of Covalent application should ensure that controls are designed adequately and proportionally to ensure that high-quality data is recorded on the system (e.g. workflow functionality). Subsequent reviews should assess the effectiveness of these controls.</li> </ul>
1.4 Specify standards for shared data or data supplied by third parties.	Developing the Council's approach to data quality within partnerships is a key issue, which cuts across most areas of this review. The Council is already implementing new approaches to governance and performance management within the local strategic partnership.	<ul style="list-style-type: none"> <li>▪ Develop a formal data sharing protocol which specifies the responsibilities of all partners to provide data which is 'fit for purpose' to give HSP confidence in quality of all of the data that it uses</li> <li>▪ Ensure that where services are contracted out, agreements are in place that specify reporting requirements and the quality of reported data.</li> </ul>

<sup>3</sup> What we have in place and what needs to be done is taken from our external 2008 Annual Data Quality Audit. For detailed actions see Action Plan (Appendix 2).

**Outcome 2: There is clear accountability for good quality data – everyone recognises the need for good data quality and how they contribute to delivering it.**

Objective	What we have in place	What needs to be done
<p><b>2.1</b> Establish robust security arrangements for performance information systems</p>	<p>The Council has good arrangements in place to ensure resilience and continuity for business-critical performance information systems. Manuals and process maps have been developed, and business continuity / disaster recovery plans are in place.</p>	<ul style="list-style-type: none"> <li>▪ Establish more robust assurance over all external processes through which information is provided.</li> <li>▪ Develop and implement Council-wide policies and procedures for data storage and record management.</li> </ul>
<p><b>2.2</b> Ensure responsibility for data quality is clearly defined</p>	<p>Responsibility for data quality is clearly assigned at top management level. Data quality issues are considered by senior management through a range of different review and monitoring mechanisms.</p>	<ul style="list-style-type: none"> <li>▪ Include data quality issues as part of the member training induction on performance and budget management.</li> <li>▪ Integrate data quality considerations into all planning, monitoring and reporting processes.</li> </ul>
<p><b>2.3</b> Ensure clear data quality objectives are set and formally documented.</p>	<p>The strategic importance of data quality is clearly understood, and is reflected in key corporate documents. Haringey's performance framework highlights the need "to be sure that information on which we base decisions and inform our planning is robust." The Council has a culture that focuses on achieving high-quality performance information.</p>	<ul style="list-style-type: none"> <li>▪ Establish formal data quality objectives for the organisation through development and implementation of a data quality strategy for all individual departments or functions.</li> <li>▪ Extend data quality strategy throughout Haringey Strategic Partnership (HSP).</li> </ul>
<p><b>2.4</b> Define a clear organisational policy for data quality supported by current operational procedures and guidance</p>	<p>The new performance management framework sets out a clear policy framework and establishes clear expectations and requirements for officers and members.</p>	<ul style="list-style-type: none"> <li>▪ The Council's new performance framework meets the key requirements for level 4 in effect, but was approved just after the end of the financial year (although services have been operating in line with the principles set out for some time).</li> </ul>
<p><b>2.5</b> Ensure that data quality policies and procedures are followed by staff and applied consistently throughout the organisation</p>	<p>The new performance framework is supported by detailed guidance for officers and members, which has been published internally. There is also an internal network of performance specialists who have been effective in tackling data quality issues within services.</p>	<ul style="list-style-type: none"> <li>▪ Embed the new "strategic partnership code of corporate governance" within the HSP</li> </ul>

**Outcome 3: Staff have the knowledge and competencies to produce, interpret and analyse good quality data**

<p><b>3.1</b> Ensure the responsibilities for achieving data quality are communicated clearly</p>	<p>Performance staff throughout the council have clearly identified roles and responsibilities in their job descriptions and staff are clear about their responsibilities in relation to data quality. The Council has a network of performance representatives for each service and department, and these officers play a key role in championing performance and data quality issues.</p>	<ul style="list-style-type: none"> <li>▪ There are no specific improvement opportunities identified in this area.</li> </ul>
<p><b>3.2</b> Ensure that staff with data quality responsibility have the necessary skills.</p>	<p>Data quality training is provided to key performance staff through periodic performance workshops and regular network meetings. Data quality is a component of the new staff induction process. The Council operates a range of key performance systems, including SAP, Framework 1 and Respond. A training programme for users supports each of these systems.</p>	<ul style="list-style-type: none"> <li>▪ Carry out needs analysis of which staff require data quality training and extent of training needed.</li> <li>▪ Develop a training programme to ensure these needs are being, or should be met.</li> </ul>
<p><b>3.3</b> Establish arrangements to ensure data supporting performance information is also used to manage and improve the delivery of services.</p>	<p>Haringey have a sophisticated performance reporting framework, which effectively supports service improvement at a strategic and operational level.</p>	<ul style="list-style-type: none"> <li>▪ No specific improvement opportunities were identified.</li> </ul>
<p><b>3.4</b> Develop effective validation procedures to ensure the accuracy of data used in reported performance indicators.</p>	<p>Audit trails for BVPIs and key CPA indicators are captured through the Council's annual self-assessment process. This requires responsible managers to approve all values before reporting. The Council has not had any reservations arising from the BVPI audit in recent years, suggesting that definitions are usually applied correctly.</p>	<ul style="list-style-type: none"> <li>▪ Establish a risk-based corporate system for proportional verification of all externally reported data.</li> <li>▪ Develop a formal, documented procedure for checking externally reported indicators.</li> </ul>

## Data Quality Strategy Action Plan

## Appendix 2

Outcome 1: Data is accurate and reliable on which to base policies and decisions					
Objective (s)	Project	Activities	Completion date	Lead officer	Progress
1.1 Ensure that appropriate systems are in place for the collection, recording, analysis and the reporting of the data is used to monitor performance.	Implement Covalent performance management system	<p>Procure new web-based performance management application (Covalent).</p> <p>Implement Covalent application to ensure that controls are designed adequately and proportionally to ensure that high-quality data is recorded on the system (e.g. workflow functionality).</p>	<p>December 2008</p> <p>March 2009</p>	<p>Eve Pelekanos</p> <p>Catherine Cobb Richard Hutton Service Performance Officers</p>	<p>Complete</p> <p>Staff Training underway.</p>
1.2 Ensure effective arrangements for monitoring and review of data quality are in place.	Establish a risk-based programme of data quality audits across all services for high risk indicators.	<p>Draft programme for consideration by CEMB sign off</p> <p>Report results of the data quality audits to the relevant directorate management teams at end of each audit</p>	<p>January 2009</p> <p>On-going</p>	<p>Eve Pelekanos</p> <p>Eve Pelekanos</p>	<p>Started December 2008</p> <p>Started December 2008</p>
1.3 Ensure effective arrangements for monitoring and review of data quality are in place.	Embed provision for data quality checks to be undertaken from collection to reporting within new governance structure for the HSP	<p>Establish programme of audits for HSP information</p> <p>Carry out joint data quality audits of cross cutting indicators with key partners to verify the quality of data.</p> <p>Report data quality issues to the HSP Performance Management Group and Thematic Boards as part of the quarterly performance reporting</p>	<p>January 2009</p> <p>December 2009</p> <p>Ongoing</p>	<p>Eve Pelekanos</p> <p>Eve Pelekanos, Richard Hutton</p> <p>Thematic Board Leads &amp; Head of Performance</p>	<p>Complete</p>