

Outcome 1: Data is accurate and reliable on which to base policies and decisions				
Objective (s)	Activities	Completion date	Lead officer	Progress
1.1 Ensure that appropriate systems are in place for the collection, recording and reporting of performance data	<p>Address issues identified by the Council's auditors and internal audits during the 2009 Data Quality Audit:</p> <p>NI 156 - temporary accommodation</p> <ul style="list-style-type: none"> Ensure that all necessary information is retained at year-end to allow recalculation of the performance indicator Develop system reports to automatically calculate this indicator and reduce the current level of manual checking and manipulation Ensure that appropriate continuity arrangements are in place for this indicator. 	March 2010	P Harris	All necessary information will be available for audit at year end as part of the Self Assessment Form and will be quality assured by the Corporate Performance Team.
	<p>NI185 - Carbon emissions from council operations</p> <ul style="list-style-type: none"> Reduce manual data manipulation and entry wherever possible by ensuring that data is submitted in a format that can be easily transferred to the DEFRA spreadsheet. Improve arrangements for checking manually inputted data where this is not possible. Improve data capture in relation to staff travel in order to more accurately measure this area 		B Brown	<p>The Housing Information Team has amended the report to automatically exclude data that is not consistent with the definitions of this indicator. The new report has been in place since October 2009.</p> <p>The Corporate Performance Team is now working closely with the Strategic Housing Performance Officer to ensure continuity.</p> <p>An action plan has been developed to improve data quality with regard to NI 185 – Percentage CO₂ reduction from LA operations and NI 194 – Percentage reduction in NO_x and primary PM10 emissions through local authority's estate and operations. Actions include:</p> <ul style="list-style-type: none"> Increasing the number of Council sites that are monitored and administered through the corporate energy & sustainability team Reforming the travel claim process and

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				<p>SAP finance system to record specific journey details to calculate the carbon footprint of business travel.</p> <ul style="list-style-type: none"> • Increase the integrity of data by installing pulse enabled meter reading technology across more sites • Requesting that each contracted service provider submits a carbon footprint of Council associated emissions at the year end
	<p>Improve quality and reporting of social care data</p> <p>The recent joint area review completed by the Care Quality Commission and Ofsted identify weaknesses in data quality management and reporting in relation to child protection, which are corroborated by our own spot-checking work. The Council should show that it is addressing these areas in line with its existing action plan, in particular reducing the need for manual checking and manipulation in performance reporting.</p>	March 2010	<p>E Pelekanos</p> <p>L Redfern</p> <p>M Gurrey</p>	<p>The Council is continuing with the implementation and embedding of its Data Quality Strategy and action plan. Some of the key actions taken are:</p> <ul style="list-style-type: none"> • Working with Capital Ambition, a series of data quality workshops are being run to raise awareness throughout the council and familiarise managers with the Data Quality strategy and improve confidence and skills for producing and using accurate and reliable data. • Training on Covalent has taken place for 110 staff, including the JAR team. • The Corporate Performance Team continues to audit the safeguarding indicators, to assess the systems in place, the accuracy of the numbers and calculations reported, and the processing of the data in Framework I

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				<p>to arrive at the indicator values.</p> <ul style="list-style-type: none"> The annual programme of audits on the National Indicator set is ongoing with focus on high risk areas. All National Indicators should be completed by the end of March 2010. <p>Children’s Services have developed and are implementing a quality assurance framework for case files and for systems supporting data collation. As a result:</p> <ul style="list-style-type: none"> Up to 111 audits of case files (quality practice audits) take place monthly by directors and other service managers. Work to identify missing or incorrect data in Framework I is ongoing. Audit results are reported monthly to the Performance Management Group for action. <p>The FWi Support Team and the ICS Project Team are driving forward changes that will significantly improve practice, process and recording for all staff in CYPS. Included in the planned action for the next couple of months are:</p> <ul style="list-style-type: none"> Reviewing Child in Need process, workflow and exemplars Developing FWi functionality to easily identify case status i.e. open / closed Extending FWi access within CYPS as well as to partner agencies Extensive data cleansing across all

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				<p>service areas</p> <p>Adults, Culture and Community Services: has a Quality Assurance framework and operational practices to ensure robust data is produced, these include;</p> <ul style="list-style-type: none"> • Services carry out monthly audits on a random sample supplied by the performance team. • The Director meets with one social worker monthly to go through a selected case file. This is being extended to include the Assistant Director for Adults • The care/support plan has been changed to be more outcome focussed and there are training sessions for operational staff • Monthly 'performance clinic' meetings with services go through all national and some local indicators. • The safeguarding workflow on Frameworki includes a self audit • All open safeguarding cases are reported to Assistant Directors monthly • In the home care service there is a QA observation programme and training has been provided to home carers as a result.
	<p>Housing and council tax benefits: Continue to develop data quality checking</p>			The service has developed an improvement

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	mechanisms in order to minimise the level of errors associated with incorrect dates, over and under-payments and incorrect payment of single person allowance.	March 2010	Ian Biggadike	plan to ensure that causes of error and any common error patterns are identified and appropriate remedial action taken. Implementation is overseen by the BLT Quality Board and supported by the Corporate Policy & Performance Team. See separate project plan.
1.2 Ensure effective arrangements for monitoring and review of data quality are in place.	Updated programme of data quality audits established	January 2010	M Gallagher	
	Report results of the data quality audits to the relevant Head of Service and Director at the end of each audit and issues raised at monthly finance and performance meetings.	On-going	E Pelekanos	
	Carry out data quality audits (including cross cutting indicators) to verify the quality of data.	December 2010	Performance Team Internal Audit	
	Develop and implement data quality assurance frameworks for key front line services. These to include guidance for good case recording.	June 2010	Service Performance Managers	
1.3 Ensure that appropriate systems are in place for the collection, recording, analysis and the reporting of the data is used to monitor performance.	Periodic testing/ audits of local practices for a sample of business units. Subsequent reviews should assess the effectiveness of these controls.	On-going	Ian Christie Anita Hunt	There is a formal process in place for the periodic testing of local practices for compliance with the Data Protection Act. A risk assessment has been completed and the first audit is planned for March 2010.
1.4 Develop effective validation procedures to ensure the accuracy of data	Complete self-assessments for all data submitted to external agencies and quality assured by the Council's Performance team prior to submission Heads of Service sign self assessment forms	June 2010	Corporate and Directorate performance	

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used in reported performance indicators			teams Heads of Service/ Directors	

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.				
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2.1 The council has clear data quality objectives and these are formally documented and communicated	Finalise and publish Data Quality Policy	January 2010	E Pelekanos	
	Communicate objectives through the Performance Managers Group and a programme of Senior Management Team sessions across all services	March 2011	M Gallagher C Jorge	
	Update the Council's Performance management Framework and publish on Harinet	May 2010	M Gallagher R Hutton	
2.2 There is accountability for data quality at all levels of the organisation	Heads of Service sign off end of year performance figures using the self assessment forms	March 2011	Heads of Service	
	Data quality issues are raised and discussed at monthly budget and performance monitoring meetings	Monthly	ACE PPP&C Directors	
	Data quality competencies to be included in both appraisals and job descriptions as these are updated.	Service Managers Head of HR Head of OD		

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

Data Quality Strategy Action Plan 2010/11

Appendix B

Objective	Activities	Completion date	Lead officer	Progress
3.1 Ensure staff with data quality responsibility have the necessary skills	Provide all Covalent users with up to date guidance and training.	Ongoing	R Cribb C Tsang	
	Deliver training sessions on data quality within the Council's core programme. Attendance will be by nomination and will be compulsory for staff involved in data recording, inputting and reporting.	September 2010	E Pelekanos M Gallagher C Jorge P Morris	