

Recommendations	Priority & KLOE Ref:	Action proposed	Responsibility	Timing and completion
Governance and Leadership				
Clearly communicate a corporate commitment to data quality, to reinforce the message that all staff have responsibility for data quality.	Low Achieve Level 3 1.1.4	We will run a Data Quality and Records Management awareness campaign to remind staff of the relevant policies together with any departmental guidance.	SPMO to put proposal to SMT SMT/HoS to action	By 30/6/07 - Done By 30/9/07 – Done by 30/11/07
Ensure that issues relating to data quality are reported to “those charged with governance” (i.e. the Audit Committee).	Low Achieve Level 3 1.1.6	An annual Data Quality review, and the results of Data Quality audits will be reported to the Audit Committee	SPMO/APRM	By 30/9/07 – Done and ongoing
Develop a formal strategy for data quality that covers all departments and functions, and has been approved by the management team.	Low Achieve Level 3 1.2.4	A Data Quality strategy will be developed and presented to the Audit Committee for approval in parallel with the Data Quality and Records Management Policy.	SPMO to develop the policy and strategy documents SDIMT/SMT/Audit Committee approval to be sought by July 2007	By 30/4/07 -Done By 30/9/07 - Done
Link the corporate objectives for data quality to business objectives.	Low Achieve Level 3 1.2.5	Divisional plans to include local data quality objectives as appropriate.	SPMO to review Divisional Plans and agree appropriate amendments with Plan owners.	By 30/11/07 – Plans have been reviewed. Data quality objectives are being included in the finalised 2008/9 Divisional Plans – to be completed by 31/03/08
Develop an action plan to implement the data quality strategy. Ensure that plan clearly allocates responsibility, and there is a clear timescale for implementing actions.	Low Achieve Level 3 1.2.6	This Action Plan to be agreed with SMT and linked to the PI audit and checking protocols at 3.2.5 below	CDIS Overall SPMO to develop plan SDIMT/SMT to approve	By 30/9/07 - Done By 24/4/07 - Done By 31/5/07 - Done
Communicate the Council’s commitment to data quality to staff at all levels.	Low Achieve Level 3 1.2.7	See 1.1.4 above	CDIS Overall SPMO to propose to SMT SMT/HoS to action	By 30/9/07- Done By 30/6/07 - Done By 30/9/07 - Done by 30/11/07
Set data quality objectives at service level.	Low Achieve Level 3 1.2.8	See 1.2.5 above	SPMO to review Divisional Plans and agree appropriate amendments with Plan owners.	By 30/11/07 -see 1.2.5 above

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Where data quality reviews are undertaken, ensure that the findings are reported to senior management	High Achieve Level 2 1.3.2	Data Quality review findings to go to SDIMT and on to SMT	SPMO	From 4/07 – Underway with PI Audit.
Consider data quality as part of the Council's corporate risk management arrangements	High Achieve Level 2 1.3.3	Add to Corporate/Divisional Risk Registers and review as part of Corporate Risk Group (CRG) work programme.	SPMO/HoS/CRG	By 30/6/07 – Considered at CRR Workshop 4/9/07 CRG to review regularly
Policies				
Develop and approve at senior management level an operational data quality policy that has been designed to support data quality objectives.	High Achieve Level 2 2.1.1 & 2.1.2	A Data Quality Strategy and this Action Plan are being developed. The Records Management Policy has been expanded to include Data Quality – see 1.2.4 above.	CDIS Overall SPMO to develop the policy and strategy documents SDIMT/SMT/Audit Committee approval to be sought by July 2007	By 30/9/07 - Done By 30/4/07-Done By 31/7/07- Done
Provide training to staff on the data quality policies and procedures that are implemented.	High Reinforce Level 2 2.2.2	See 1.1.4 above	SPMO to put proposal to SMT SMT/HoS to action	By 30/9/07- Done by 30/11/07
Systems and Processes				
Embed the performance management arrangements of the service development and improvement sub group, so that its outputs are integrated into the management processes of the organisation, and support staff in their day-to-day work.	High Reinforce Level 3 3.1.7	Underway as Performance Management (PM) framework is rolled out.	Overall - CDES (SPMO/SDIMT/SMT)	By 31/3/08 – achieved by data capture processes and SDIMT/PAB review of performance reports
Develop controls in the performance management system to minimise the scope for human error or manipulation, and prevent erroneous data entry, missing data, and unauthorised data changes.	Low Achieve Level 3 3.2.4	Will evolve from 1.3.2 above and 3.2.5 below as PMS is embedded	SPMO/HoS/CRG	By 30/9/07 – done via new data capture processes

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Develop an annual programme of work to ensure that controls supporting data quality are effective. Ensure that the results of these reviews are reported to the management team.	Low Achieve Level 3 3.2.5	PI Audit programme to be strengthened and published internally. Results go to SDIMT and thence to SMT	SPMO/PIO/SDIMT	By 30/5/07 – PI Audit conducted – results circulated to SDIMT and SMT
Embed the process for ensuring that departmental checks on data are being undertaken prior to it being entered onto the performance management system.	Low Achieve Level 3 3.2.6	Underway as PMS is rolled out – checks and sign off to be required from HoS	Overall – CDES (TH/SDIMT/SMT)	By 30/9/07- Being monitored via new data capture process
Produce a business continuity plan that provides protection for records and performance data that are vital to the continued effective functioning of the organisation.	High Reinforce Level 2 3.3.3	To follow from CRR and to be included in Business Continuity Plans (BCPs)	CPHSM	By 30/6/07 –Done - BCPs were reviewed by SMT on 20/2/08. An IT restoration facility has been agreed as an addition to the IT services contract.
Develop and implement a data sharing protocol, contract or service level agreement for all data that is received from, or provided to third parties, to ensure that there is a set of quality requirements	Low Achieve Level 3 3.4.3	The Essex Trust Charter, which provides an overarching framework to meet this need, is to be re-launched in June or July 2008 after which we will need to review our own protocols. A directory of the available protocols will then be compiled and made available to RDC staff.	CDIS/SPMO	By 31/10/07 – outstanding In view of the proposed re-launch of the Essex Trust Charter we now aim to complete these actions by 30/09/08
Develop and implement a set of protocols for sharing key data internally.	Low Achieve Level 3 3.4.4	Data Protection Policy to be reviewed and amended if necessary. Clarify what other Councils do via Essex Performance and Policy Network (EPPN)	SPMO/CDIS	By 31/3/08 – completion date to be revised to 30/9/08 to align with the re-launch of Essex Trust Charter

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Design and implement processes for validating data from third parties.	Low Achieve Level 3 3.4.5	We will adopt a risk based approach drawing from the risk register entries which will follow from item 1.3.3 above and previous PI audit experience. Validation will initially be targeted on sources perceived to be of higher risk. Also research what other Councils do at EPPN	SPMO	From 31/3/08 and to complete by 31/12/08
People and Skills				
Undertake an assessment of the data quality skills that are in place across the whole workforce, and identify any potential gaps.	High Achieve Level 2 4.1.1	Remind managers to cover this in PDR process. Job Ds to cover DQ responsibilities. DQ skills to be specifically covered by any workforce Skills Audits	HRM	By 31/3/08 By 30/9/08
Assess the adequacy of the current provision of data quality training.	High Reinforce Level 2 4.2.2	Review as a result of 4.1.1 where Job D requires DQ HR to derive any corporate training needs.	HRM	By 30/9/08
Data Use				
Include predictive information in performance reports to enable expected future performance to be assessed.	Low Achieve Level 3 5.1.7	A major but necessary task to be included in evolution of PMS and to include seeing what other Councils do	SPMO/PIO/SDIMT	By 31/3/08 - Commenced as part of the Divisional Planning and Target Setting Process and to be developed in 2008/09
Ensure that all data returns are supported by a clear and complete audit trail.	Low Achieve Level 3 5.2.5	Identify all regular returns Conduct a risk based review for all returns and PIs based on the audit of 2005/6 data.	SPMO/PIO/SDIMT	By 30/4/07 - Done By 30/9/07 - Underway
Information which is used for external reporting is subject to vigorous verification, especially where errors may lead to loss of income.	Low Achieve Level 3 5.2.6	Identify all external reports. Ensure verification in place	SPMO/PIO SPMO/PIO/SDIMT	By 31/3/08

Data Quality – Spot-checks action plan arising out of 2005/06 audit.

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BVPI 184a – Proportion of non decent homes				
Review the contents of the non-decent homes spreadsheet to ensure that the data is accurate.	Medium	To be undertaken prior to 2006/7 PI Audit	SPMO	By 30/4/07 – Done 6/07

Key: Items greyed out are completed.

Abbreviations key:

APRM	Audit & Performance Review Manager	HoS	Heads Of Service
BCPs	Business Continuity Plans	HRM	Human Resources Manager
CDES	Corporate Director External Services	Job D	Job Description
CDIS	Corporate Director Internal Services	PDR	Personal Development Review
CPHSM	Contingency Planning & Health & Safety Manager	PIO	Performance Improvement Officer
CRG	Corporate Risk Group	PMS	Performance Management System
CRR	Corporate Risk Register	SDIMT	Service Development & Improvement Management Team
DQ	Data Quality	SMT	Senior Management Team
EPPN	Essex Performance & Policy Network	SPMO	Senior Performance Management Officer