

Data Quality Action Plan 2009/10

Action	Date	Responsibility	Reported To Approved By	Evidence / Outcome	File Ref
PROPER PRACTICES AND REPORTING					
The Council's approach to recording and reporting data is clearly defined, communicated and applied consistently					
1	The Council has a data quality policy, strategy, framework and action plan which is reviewed and updated annually and clearly defines, documents and effectively communicates: <ul style="list-style-type: none"> • Responsibilities for data quality • Arrangements to comply with legal requirements or relevant national guidance; • links to associated documents; • and the risks arising from poor data quality 	March 2010	Strategy & Performance Team	CMT Audit Committee	Strategy Framework (Action Plan) Minutes: CMT: December Audit Committee: January
2	The action plan is reported to Audit Committee on a regular basis	March 2010	Strategy & Performance Team		Refreshed Strategy & Framework presented to January Audit Committee with progress report presented in January 2010 and end of year update in June 2010

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3	Members with responsibility for Data Quality receive regular reports to ensure Data Quality is being adequately managed	March 2010	Strategy & Performance Team		Currently reported to Audit Committee as above and PITG.	
The Council produces relevant and reliable data and information to support decision making and manage performance UoR 2.2						
4	Members and officers receive fit-for-purpose information to support their decision making that is: <ul style="list-style-type: none"> • Relevant to the decision and clear • Of sufficient quality for the decision to hand; and • Presented in a way decision makers understand 	March 2010	Heads of Service	CMT Audit Committee Members	Monthly performance report Service Reports Partnership reports – quarterly Southend Children’s Partnership (Janet McKay) Health & Wellbeing Board Budget Holder Information – monthly Locality Boards – Community Profile – termly	
5	A timetable is issued to ensure data is collected for the monthly performance report in a timely manner	March 2010	Strategy & Performance Team		ET&E schedule SS schedule A&C schedule P&I and C&L schedule	
6	Data requirements are clearly defined including the purpose for which they are collected	March 2010	Heads of Service		Data quality strategy Corporate / Service plans Information Management Strategy Other related data strategies (see appendix 1) Key user group minutes Internal training sessions run	

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DATA COLLECTION						
7	The Principle of ‘collect once use numerous times’ is used to underpin data collection and storage	March 2010	Heads of Service		Information Management Strategy EDRMS LLPG (Local Land and Property Gazetteer) – used as golden dataset for address data within the Council Covalent Data Observatory	
8	Arrangements for collecting, recording and reporting data are integrated into business planning and management processes supporting the day-to-day work of staff, enabling staff to understand the reasons for collecting data and how that data are then used	March 2010	Group Managers		Induction process Job descriptions Service planning Pre survey briefing notes Built into Council Contracts Covalent Performance appraisals / team meetings Training sessions on specific IT applications	
9	IT systems used to collect, record, sort and consolidate data effectively will help reduce the amount of administrative burden and help to ensure more accurate and timely data and action is taken to limit the use of manual intervention to produce information, however this does not mean we remove the use of judgement or experience when analysing the data.	March 2010	Group Managers		Contractual arrangements monitoring Covalent roll out and training to include principles – training material EDRMS – information is stored and not duplicated – software documentation HR systems – documentation Departmental IT applications	

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<p>10 The Council recognises the valuable contribution staff can make to improving systems and processes for securing data quality such as identifying problem areas, obstacles and risks to securing data quality thus enabling the Council to demonstrate that improvements in arrangements are driven both from the top of the organisation down , and upwards from managers and staff</p>	<p>March 2010</p>	<p>Corporate Management Team</p>		<p>Business Improvement Team review incorporate workshops with staff and managers at all levels which feed into the improvement process – areas reviewed: customer contact centre and street scene and more to follow with the Transformational Project Service planning process includes consultation with all relevant staff EDMT and staff briefing documents IIP roll out Data protection is part of the induction process and induction pack as well as part of the ongoing training programme Staff appraisals – all levels.</p>	
<p>11 An effective feedback loop exists between those providing information and decision makers and providers are clear about whether the information provided was used, whether it was valued and if so why</p>	<p>March 2010</p>	<p>Heads of Service Performance Leads Group</p>		<p>Consultation and engagement group minutes Customer journey mapping Covalent – complaints lessons learnt information</p>	

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USING DATA TO SUPPORT DECISION MAKING					
12	The Council has a good track record of producing and using accurate, relevant and reliable data, including partnership data and takes appropriate action to identify and address weaknesses	March 2010	Heads of Service		Children's partnership monitor data Planning data monitored by PITG Information pulled together for Use of Resources Evidence of feedback on submissions to Care Quality Commission and Information Centre (adult social care) on timeliness and quality.
13	Information to support decision making is presented in a way that aids interpretation by decision makers and is based on good quality data which does not solely rely on performance or financial information and the presentation and format has been considered	March 2010	Group Managers		Regular reviews on the format of information – MPR incorporating Risk NI booklet – graphs of statistical neighbours – children and Learning (booklet and electronic) and change the format for the audience School's pack – people purchase Children's centres and analysis Community profiles Data Observatory Updated A&Cs monthly performance indicator reports
14	The Council actively uses data supporting reported information in the decision making process rather than producing it as a secondary	March 2010	Heads of Service		Evidence in A&Cs in relation to self directed support performance monitoring and management actions

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administrative requirement					
15 The Council holds information on diversity and equality issues, for example spend across geographic areas and profiles of service users (e.g. age, race, gender, sexual orientation and disability), and uses this to inform decisions (where appropriate, information has a comparative element, demonstrating approaches, outcomes or performance in other organisations).	March 2010	Heads of Service		Information is collected corporately and within individual Directorates Communities in Harmony Libraries do some work MOSAIC – used to profile customers across the Borough Service user monitoring Community Cohesion JSNA (Joint Strategic Needs Assessment) – this is shared via data observatory, All information (except sexual orientation) is collected on ASC service users	
16 Decision makers receive qualitative and quantitative measures about the quality of the information, aiding the decision making process (quality measures help users of the information better understand strengths and weaknesses, interpret, make appropriate use of and rely on the data) and the Council can demonstrate a continuous improvement in these quality	March 2010	Group Managers		Quantative PITG get qualitative Comments in MPR Complaints Gov metrics BMG survey Stonewall survey Staff survey	

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measures				Corporate priority survey IIP survey	
DATA SECURITY		March 2010			
The Council ensures data security and compliance with statutory requirements UoR 2.2					
17	<p>There are up-to-date data security policies and guidance in place covering:</p> <ul style="list-style-type: none"> • Key business areas; • Key data recording and reporting arrangements including compliance with statutory requirements and other national data security requirements; and • Arrangements for validating information from third parties (building on validation with SEPT and SEH) 	March 2010	Corporate Management Team	<ul style="list-style-type: none"> • Information Management Strategy • ICT Strategy • IT Security Policy • Disposal Policy • Record Management (EDRMS) • IT Policy – acceptable Use for Remote Workers • IT Policy – Code of Practice – Portable Computer Media • IT Policy – Code of Practice Internet and Electronic Mail • Freedom of Information • Information Sharing Protocol (Southend Together and Essex Trust Charter) • Data Protection Policy • Privacy Versus Data Sharing Policy • Roles and Responsibilities of Data Co-ordinators 	

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18 Policies and procedures meet the requirements of national standards, rules, definitions and guidance (e.g. the Freedom of Information Act and Data Protection Act) which the Council periodically reviews and updates as necessary;	March 2010	Corporate Management Team		See above Essex Trust Charter Data sharing protocols in A&Cs - (Louise & Martin)	
19 The Council demonstrates it consistently applies policies and procedures and there are mechanisms in place to check this, based on risk	March 2010	Group Managers		SOCITM data handling guidelines are being put in place by Support Services Business health checks undertaken by Internal Audit on governance processes including applying policies and strategies	
20 The Council manages data on systems with controlled and secure access	March 2010	Heads of Service		Internal Audit system reviews Annual Corporate system reviews Covalent internal audit report Need to ensure this is maintained with mobile and remote working	
21 The Council has a business continuity plan which covers business critical information systems which is regularly reviewed and tested	March 2010	Corporate Management Team		We have a business continuity plan with an ICT plan which was tested in February 2009 and re-tested in December 2009 – ICT have the documentation	

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				Carefirst business continuity needs to be made more robust	
22	The Council incorporates good practice standards and specified public sector policies on data and information security into its own policies and procedures e.g. ISO27001 and relevant Codes of Connection for NHS Network and Government Secure Intranet and Government Connect.	March 2010	Corporate Management Team	Contact Centres Vector – Education Information around connecting for Health available e.g. hospital teams; security in relation to equipment service catalogue	
ACCOUNTABILITY			March 2010		
23	Senior management receives appropriate information on data quality issues and takes appropriate action and challenge where appropriate	March 2010	Group Managers Performance Leads Group	ET&E work with internal audit to report data – nothing formal Data quality sheets completed annually and action taken – see internal and external audit reports C&L complete submissions to Government which are signed off Risk assessment on performance indicators – looking at each one to see how they can be approved (NI's as well) Adult social care complete data quality standard for internal data and it is also a requirement of NHS partner NI's (national indicators) - SEPT	
24	Staff have the knowledge and competencies appropriate to their role in securing data quality	March 2010	Group Managers	Systems training programme is in place along with competency assessments. Data quality checks	

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					performed by Information Analysts and feedback to users for action (A&Cs)	
AWARENESS AND TRAINING			March 2010			
25	All staff are aware of the importance and their role regarding data quality within the Council	March 2010	Heads of Service		Data Quality is included on the New Staff Induction Pack Strategy and Framework published on the intranet C&L do programme of sharing data courses – see documentation ET&E run courses on data – see documentation Covalent training sessions include data quality as part of the training	
26	The Council trains staff to understand and apply the policies, procedures and guidance, and manages performance	March 2010	Group Managers		A risk based approach identified a gap in awareness of data quality and as a result a training pilot was run (July 2009) in ET&E which was successful and will be rolled out to the rest of the Council	
27	Staff have been trained to use the data performance management system	March 2010	Strategy & Performance Team		Departments train staff individually Covalent training was rolled out corporately as part of business planning	
RISK IDENTIFICATION AND MANAGEMENT			March 2010			
28	The Council has a robust risk based framework to oversee data quality which covers the integrity of	March 2010	Heads of Service		System audit undertaken 2009 including data held and system	

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data throughout the year and not just at year end which incorporates partnerships and formal reporting on the accuracy of data performance measures as well as the appropriateness of the procedures in place.				administrator	
29 The Council considers risks to securing data quality as part of its risk management arrangements and takes appropriate action to manage any risks identified	March 2010	Heads of Service Group Managers		Risks reviewed as part of service planning process and incorporated on the Corporate and Service risk registers as appropriate	
30 There is a process in place to raise any data quality risks	March 2010	Heads of Service		A risk based approach identified a gap in awareness of data quality and as a result a training pilot was run (July 2009) in ET&E which was successful and will be rolled out to the rest of the Council.	
31 The Council manages information risk effectively and arrangements meet the requirements expected in government including having a capable Senior Information Risk Owner (SIRO) and complies with the requirements set out in any relevant codes of connection for services it has in place e.g. the Government Secure Intranet / Government Connect	March 2010	Corporate Management Team		We have an Information Management Officer who sits within Support Services	
WORKING WITH PARTNERS					
The Council produces relevant and reliable data and works with partners to secure data quality UoR 2.2					

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32	The quality of data submitted by partners and used by the Council has been verified as accurate at the time of publication.	March 2010	Heads of Service		Contract clause Data quality assurance statements are required of SEPT for adult social care mental health contract Requirement of SE Homes included in management contract. This will continue to be monitored in depth.	
33	There are sound governance arrangements, based on risk, covering data quality for partnerships e.g. Data sharing protocols, statements or service level agreements incorporating the six key data quality characteristics: accuracy; validity; reliability; timeliness; relevance and completeness	March 2010	Heads of Service		Monitoring system is being brought in around the information sharing protocol Several examples of data sharing protocols are available in AC&S under the Essex Trust Charter.	
34	The Council has made demonstrable efforts to understand its partners' data flows and data requirements which helps to highlight where possible risks may occur (e.g. system transfers) and enables partners to focus resources effectively	March 2010	Heads of Service Group Managers		Regular work with SE homes (quarterly) specifically for performance/data challenge – this will now be monthly Monthly finance and performance meeting with SEPT and on-site visits take place as required	
35	The Council works closely with partners to ensure data shared are reliable and fit for purpose and takes appropriate action to resolve data quality issues and data sharing conflicts with partners, which may include escalation to senior officers	March 2010	Group Managers		As above Joint working internal audit group with partners Monitoring system is being brought in around the information sharing protocol	

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MONITORING PERFORMANCE AGAINST PRIORITIES					
36	There are corporate targets for managing performance, including partnerships, which are aligned with strategic objectives and priorities and are cascaded throughout the organisation and to partnerships	March 2010	Corporate Management Team		Evidence of performance management of SE Homes and SEPT and S75 Agreements
37	The cabinet or relevant committee manages and monitors implementation of major projects and strategies to ensure they are on track and achieve expected outcomes, particularly planned benefits	March 2010	Corporate Management Team Heads of Service		The Corporate Delivery Board monitors corporate projects via IMPREST Benefits are being tracked via the Delivering Excellence and New Ways of Working Programme Managers. ICT strategy Group monitoring Transforming Social Care and Community Services Review Board
38	Action plans are integral to performance management and there is a hierarchy of reporting throughout the organisation against national and local targets which is used to inform decision making	March 2010	Corporate Management Team		IMS action plan reports to IMS group on an exceptions basis Service Plan action plan monitoring through DMT in A&Cs through to team plans and appraisal monitoring

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39 Fit for purpose information underpins performance management and the decision making process is supported by a variety of information, not just performance information, which may include: <ul style="list-style-type: none"> • Customer perception measures; • Needs analysis; • National and local performance and quality of life indicators; • Demographic information • Information on equalities issues and outcomes; • Financial and efficiency information; and • Commissioned or external research 	March 2010	Heads of Service Group Managers		MOSAIC Govmetric User monitoring Learning from comments, compliments, complaints JSNA CIPFA benchmarking Lots of information on service user monitoring (surveys, complaints/compliments/contract monitoring etc) impacts on service planning and commissioning (A&CS)	
40 The Council either improves or removes performance measures which are not fit-for-purpose, in terms of data quality or usefulness.	March 2010	Corporate Management Team Heads of Service Group Managers		Part of the business planning process - see service planning guidance and service plans SS are in the middle of reviewing the departmental management team monthly performance report by using Covalent A&Cs reviewing monthly performance monitoring; Agreement with SEPT to cease collection on particular PI's (ex PAF)	

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41	The Council uses information to keep areas of underperformance under review and can demonstrate it is taking appropriate action to achieve improvements and uses information to manage underperformance across all areas of the organisation to help ensure issues of concern do not turn into issues of priority due to neglect	March 2010	PITG Corporate Management Team Heads of Service		PITG Individual departmental management team performance reporting meetings Self Directed Support monitoring with SEPT (A&CS)	
42	The Council integrates performance management with management of resources so resources follow priorities	March 2010	Corporate Management Team Heads of Service		Business planning and service planning process – see guidance and plans Some evidence in A&Cs e.g. Op residential budget reduced but increased to enable support at home ACS CIPFA benchmarking	
43	The Council uses information creatively to: <ul style="list-style-type: none"> Identify gaps in service provision, long-term performance trends and potential business opportunities; and Forecast and model future developments And the information is fed into strategic planning	March 2010	Heads of Service Group Mangers		Customer Contact Centre uses various data to plot trends for staffing at various times of the day, weeks of the year and months of the year in the different service areas A&Cs currently reviewing S75 Equipment Service to feed strategic planning	
44	The Council identifies relevant focused financial and non-financial indicators that enable it to oversee its financial performance against	March 2010	PITG Corporate		A&Cs examples of Value for Money in Service Plan 2010-13 ACS CIPFA benchmarking	

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corporate priorities and whether it is achieving value for money in the delivery of services		Management Team			
45 Indicators are balanced to reflect the various parts of the Council's business and look internally to measure performance, and externally to provide context and indication of value for money and user experience	March 2010	Corporate Management Team Heads of Service Group Managers		See business plans and service plans	
46 The Council can demonstrate it uses these indicators to drive improvement and has a good track record of achieving non-financial and financial targets including achieving planned efficiency gains. There are clear and agreed targets for improvement which are outcome-based and challenging	March 2010	Corporate Management Team Heads of Service		Achievement of efficiency targets as part of budget setting. Many outcome based targets within adult social care	
47 Performance, including outcomes and indicators, is benchmarked against other relevant organisations	March 2010	Group Managers Performance Leads Group		Cipfa benchmarking club Adult Social Care examples – benchmarking within whole of A&Cs PWC benchmark analysis	
48 The Council is self-aware and has an approach to learning from activities such as: <ul style="list-style-type: none"> • The experiences of people who use services; • Post-implementation reviews of major 	March 2010	Heads of Service Group Managers		MOSAIC Govmetric User monitoring Learning from comments, compliments, complaints	

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<ul style="list-style-type: none"> projects; • External reviews; • Benchmarking; • Staff feedback; • Complaints; and • Whistle blowing cases 				Reports to CMT quarterly and directorates monthly Service user monitoring – ongoing and specific surveys and other feedback in adult social care; examples of peer reviews	
49 A strong culture of using information to support performance improvement is in place with Members and officers having the information to understand reasons for underperformance and use this information appropriately	March 2010	Strategy & Performance Team		PITG and whole business planning process with Members	
50 Information on performance includes measures which are not simply based on performance against outcome targets to help members and officers understand progress towards outcome targets	March 2010	Corporate Management Team Heads of Service		Evidence from consultations Various A&Cs examples (adult social care and supporting people)	
51 There is analyst and other specialist capacity to support performance management, and arrangements are developed in line with the strategic priorities of the organisation and its partners	March 2010	Heads of Service Group Managers		A&Cs performance team includes capacity for these areas	