WARWICK DISTRICT COUNCIL	**EXECUTIVE**	4TH June	**Agenda Item No.**

Title :	DATA QUALITY STRATEGY, TEMPLATE AND ACTION PLAN
For further information about this report please contact	Chris Charman or Maxine Gregory 01926 456854
Service Area	Organisational Development and Performance Improvement
Wards of the District directly affected	None
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	Public
Date and meeting when issue was last considered and relevant minute number	None
Background Papers	None

Contrary to the policy framework:	~~Yes~~/No
Contrary to the budgetary framework:	~~Yes~~/No
Key Decision?	~~Yes~~/No
Included within the Forward Plan? (If yes include reference number)	~~Yes~~/No

Officer/Councillor Approval

With regard to officer approval all reports *must* be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).

Officer Approval	Date	Name
Relevant Director	13th May 2008	Karen Pearce
Chief Executive	15th May 2008	Chris Elliott
CMT	15th May 2008	CMT
Section 151 Officer	14th May 2008	Mary Hawkins
Legal	14th May 2008	Simon Best
Finance	14th May 2008	Mike Snow
Portfolio Holder(s)	16th April 2008	Clle Les Caborn

Consultation Undertaken

Please insert details of any consultation undertaken with regard to this report.

None

Final Decision?	Yes/~~No~~
Suggested next steps (if not final decision please set out below)	

Implement Strategy and Action Plan across all Service Areas

1 SUMMARY

1.1 The 2007 external audit of arrangements to guarantee data quality, undertaken by the Audit Commission, determined that there were a significant number of areas for improvement. In response to these findings, the Policy & Performance Team have worked with our Auditors, CMT, and Service Area Managers, to develop an approach to improve these issues. This approach is detailed within the Strategy, Template and Action Plan attached to this report.

2 RECOMMENDATIONS

2.1 That Members approve the attached Data Quality Strategy and Data Quality Template as the approach the Council will take in addressing Data Quality at Warwick District Council.

1.2 That Members approve the attached Action Plan as the Council's response to the recent Data Quality Audit and agree its implementation as detailed.

3 REASONS FOR THE RECOMMENDATIONS

3.1 The need to develop a Data Quality Strategy and Action Plan in response to the recent audit of Data Quality was raised following the 2007 audit. The attached Strategy, Template and Action Plan represent the work undertaken following reports presented to Corporate Management Team on the 5th March and 30th April 2008. At these meetings Management Team initiated and then approved the development and implementation of the Strategy and Action Plans.

4. ALTERNATIVE OPTION CONSIDERED

4.1 An alternative would have been to take minimal or no action in response to the audit, however, this was considered contrary to the Councils stated mission to build on excellence. The development of the strategy, template and action plan were considered important elements of the overall approach to management and performance to be implemented at Warwick District Council.

5. BUDGETARY FRAMEWORK

5.1 The implementation of the recommendations in this report is consistent with the current budgetary framework and require no additional financial support.

6. POLICY FRAMEWORK

6.1 The implementation of the recommendations in this report support the current policy framework. Specifically this report supports the Council's objective of managing resources effectively and ensuring services are of a high quality. By ensuring that our data is of high quality we are able to base decisions on sound information

7. BACKGROUND

7.1 See attached documents: Data Quality Strategy, Data Quality Template, Data Quality Action Plan.

Data Quality Strategy:

Getting it right first time

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Introduction

In February 2008, following the annual data quality external audit, officers from the Policy and Performance Team met with the Audit Commission representative to discuss and agree the Audit Report findings and recommendations regarding data quality. This report rated us as 'adequate' – only at minimum requirements, a score of 2 out of a possible 4.

The report includes a comprehensive list of recommendations and shows that there are significant areas in need of improvement in order to receive more favourable future audits. The new Data Quality Strategy and action plan sets out to detail the approach to be taken in all Service Areas along with specific actions needed to reach a satisfactory standard.

Data Quality is part of every employee role within the organisation. This Strategy is the statement which lays down WDC's approach and details the standards to be met wherever data is collected - electronically and manually on our documentation.

For us to base our claims of excellence on our results, they must be reliable and correct if called into question. If, as the audit results suggest, they may not always be reliable , there is a risk our reported results are also unreliable.

In addition, the Use of Resources assessment is changing. We will need to demonstrate that we have good arrangements to promote internal accountability between partners and external accountability to service users.

Furthermore, it is important we show, by the standards we achieve and our behaviour, that we are adhering to our values namely: 'honesty and integrity' and to be 'open and transparent.'

Anticipated Outcomes

The main anticipated outcomes of delivering the Data Quality Action Plan are:
- Improved accountability for data quality issues.
- An increased awareness of data quality and its importance.
- An increased commitment to data quality by the Council.
- A strengthened performance management framework.
- Consistently reliable data which we can use with confidence to assess and improve our organisation

Objective:

"To maximise the accuracy, timeliness and quality of data recorded on the WDC's computer systems, manual processes and documents."

We are committed to ensuring that we maintain the highest standards of data quality and as a result get our performance information "right first time." This will enable us to have the right information at the right time at the right cost. In order to achieve this we will:

1. Make clear what is expected from Members, Officers, Contractors and Partners in terms of the standards of data quality.
2. Ensure that we put in place the right resources, and in particular, have the right people with the right skills, to ensure we have timely and accurate performance information.
3. Ensure that we have the right quality controls to ensure that we are able to meet the standards set out in this policy and the standards expected by our external auditors

1. Scope

i. To confirm WDC's policy to ensure compliance with standards laid out by the Audit Commission and to ensure any legal obligations are met.

ii. To confirm WDC's policy for the correction of errors and the timescales for this correction.

iii. To set down a monitoring approach, including performance indicators relating specifically to data quality standards to ensure compliance with all areas of the strategy.

iv. To detail all policies and procedures in WDC relating to data quality, and to allocate responsibility for reviewing, updating and amending such documents and processes.

v. To set a framework for linking and focussing training to areas where errors or complaints are made.

vi. To raise the importance/awareness of data quality within the organisation through training, line management and the Data Quality Strategy.

2. Risk

Risk assessment for data quality is embedded in the Council's Risk Registers, through the Corporate Risk Register, Service Area Risk Register, as well as the ODPI Risk Register.

Areas that can are classified as 'high risk' conditions include:

- A high volume of data transactions.
- Data relating to corporate strategy or national performance indicators
- Technically complex performance information definition/guidance.
- Problems identified in previous years.
- Inexperienced staff involved in data processing/performance information production.
- A system being used to produce new performance information.

- Known gaps in the control environment.

3. Benefits for maximising data quality

Inspection bodies such as the Audit Commission require assurance that performance information is accurate. They are increasing the emphasis on data quality, and the external audit approach of checking calculation and systems reports is developing into the more challenging scrutiny of systems controls.

This is likely to entail an examination of the systems and processes for the collection of data, the skills required and the use of information - the quality of our data is crucial for assessments of council effectiveness. The higher the number of amendments and reservations that we receive regarding our data following external inspection/scrutiny, the lower the confidence that inspectors, government and interested parties will have in the performance information we provide.

More importantly, our Service Users need assurance that costly mistakes are kept to a minimum and that there data is handled sensitively and with accuracy.

4. Why is it important?

- Getting your performance indicators (and data) right can actually reduce time and money spent further down the line. A right first time approach & stringent checks ensure this.

- Being sure of our data accuracy, will ensure we are focussing our efforts on the key areas for improvement.

- The responsibility for securing the quality of the data is, and can only be, the bodies that collect it – us! Turning data into reliable information is essential, whether it's an audit requirement or not.

- Quality data is a valuable resource for us and is the foundation upon which reliable analysis is based. Such analysis by us can lead to decisions about the future direction of services in WDC.

- It can identify performance issues and improve performance – for those required to improve and for target setting.

- It provides the basis for objective performance monitoring purposes at corporate, service, team and individual level. It therefore needs to be reliable

- To assist in managing your resources – to justify the need for more (or less) resource.

- Improving decisions regarding residents requests and receive the best possible service.

- Accuracy is something individuals and teams can be proud of.

5. Management of Data Quality

5.1 Who will do it? - Strategic Directors and Service Area Managers carry overall responsibility for the quality of data collected within their areas of responsibility. This will be included as part of the measurement of the manager's performance.

The Chairman of Audit and Resources Overview and Scrutiny Committee will have responsibility for data quality as part of his/her responsibility for corporate governance and risk management. Individual Portfolio Holders will have a role in ensuring data quality arrangements are in place in the services they oversee

At appraisals and within one to ones, managers will be expected to discuss data collection and quality with employees who have specific responsibility for data collection and management. This will ensure that individual data quality responsibilities are documented. (please refer to section 7 for more detail.)

The Policy and Performance Team will act as the organisation's data quality champions. They will regularly promote and support staff in Service Areas in their Data Quality work and share good practice.

The data quality template (see appendix 1) documents and evidences the data behind the calculation and the checks that have taken place. There will be a named individual with responsibility for data quality for each performance indicator – initially for all National Indicators and Corporate Strategy Indicators and then for all other indicators. The Policy and Performance Team and all managers will use this template as a monitoring tool to ensure compliance with the data quality standards and strategy.

5.2 Levels of checking – Frequency, levels and details of checking will be risk based dependant on the levels of confidence which can be given for various data sources. EG a certified computer system producing data will not be regularly or repeatedly double checked, but will be reviewed when updates or changes to the system are made. Other more routine and manual records may be subject to quarterly random sampling to check accuracy levels.

In addition to the checking methods and frequencies detailed within the templates the Policy & Performance Team will work with the Internal Audit to undertake spot checks and reviews in association with programmed review work.

All monitoring and checking of compliance with the Data Quality Strategy and Data Quality Templates will be recorded and retained.

5.3 Identifying Data Quality issues – When Staff identify a data quality problem in the area in which they work they have a responsibility to raise the issue(s) with their Team Leader/Line Manager. Team leaders will document the issues and take appropriate action (including liaising with others) to ensure it gets fixed. Records of this will be kept and should be available for inspection at a later date. This will be used to track the steps being taken to resolve the problem with the name of the person taking the lead role, together with other relevant information.

Service Area Managers will be responsible for ensuring action on reports received regarding the accuracy of data collected within their area is taken. Evidence of the action taken will be documented and retained.

Where problems are identified, corrective action and any recommendations for change will be identified.

Line managers will discuss data quality issues and responsibilities with staff who have data quality responsibilities at one to ones and appraisals, to ensure staff are aware of their performance in relation to the data quality responsibilities and to ensure that any performance related issues are being addressed

6. How will we do it?

6.1 Definitions: Service Area Managers are required to complete DQ templates for all performance indicators (initially focusing on National and Corporate Strategy Indicators) which fall within their service area. This will define and detail the indicator itself, identify and track data sources, document the process/checks that will take place and document the submission/calculation processes. *(See appendix 1)*

Statutory performance indicators have nationally set definitions. It is important that every detail of the definition is applied. This ensures that data is recorded consistently, allowing for comparison over time, and national benchmarking.

Where local Performance Indicators are used, Service Area Managers need to ensure that a clear definition has been established and that there are systems available to collect and report the data in an agreed format. This will be retained for inspection/discussion.

In some cases, there are a number of similar indicators (some national and some local) measuring the same thing in slightly different ways. It is important to ensure that separate DQ Templates are developed for each and that separate figures are calculated and reported systematically for each definition and to ensure that the calculations and result entry is quality assured.

Every PI (as detailed in the DQ Template) should have
- a named officer who is responsible for collecting the data from its source
- a named officer who is responsible for quality assuring this data
- a named officer who is responsible for using the source data to calculate the indicator result and input the data on the performance management system
- a named officer responsible for quality assuring the calculations and the result inputting
- a named officer with overall responsibility for the indicator's data quality

This ensures that there is consistency in the application of definitions and use of systems for providing the data. Each named officer should be kept up-to-date of any changes in definition that may occur from time to time.

6.2 Data Source : The DQ template requires the data collection arrangements, controls and responsibilities to be clearly defined to ensure that the source data is quality assured. The aim should be 100% accuracy 100% of the time. The DQ template will set out the necessary guidelines and procedures for using systems and are will set out how it will be ensured that staff are adequately trained to ensure that information is being entered consistently and correctly.

The key points to take in to account for ensuring effective and accurate source data are :

- Data should be entered on an ongoing basis, not saved up to be entered in a block at the end of a period
- Controls should also be in place to avoid double-counting
- Wherever possible, IT systems should assist the data quality element of work by using for example, drop down menus instead of manual data entry input,
- Where IT systems are used, they should be fit for purpose in providing accurate information and should be able to demonstrate this (eg some kind of certification)
- Where the data is sourced externally (eg from a partner), the data quality arrangements of the external source should be requested and if necessary appropriate improvements should be asked for

Calculation and Result Input
The key points to take in to account for ensuring effective and accurate calculation and result inputting are the ability to trace the origin of the figures used and the accuracy of the calculation method. The use of functions and features within simple spreadsheets are of value here – lengthy calculations by hand should b avoided. Cutting and pasting results across helps avoid miss keying figures.

6.3 Assurance: The DQ template requires that that DQ Assurance arrangements for each indicator are clearly set out. Service Area Managers are responsible for ensuring work is checked, checks are documented, and feedback is carried out in an effective and timely manner and are accountable for signing them off as correct. Officers should ensure that they have a deputy to produce this information in their absence.

The key points to take in to account for ensuring effective data quality assurance takes place
- Assurance should be undertaken by someone independent from the person responsible for collecting the data from source or the person calculating the data
- Assurance to take place as close to the point of input as possible.
- Data requirements should be designed along the principle of 'getting it right first time' in order to avoid waste in the form of time and money spent on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases and maintaining outdated systems.
- Using a 'risk based approach'
- The frequency of verification checks will need to be aligned with the frequency of data reporting, individual needs of the area and risk.

6.4 Output: performance indicators are extracted regularly and efficiently and communicated quickly. Any output produced should have an auditable trail i.e. evidence to support the data output that could be explained to a 3rd party, an Auditor or justified whenever necessary.

6.5 Presentation: annual performance indicators are presented, with conclusive evidence, in such a way as to give an easily understood and accurate picture of our performance to external inspectorates and the public.

The Policy and Performance Team will monitor data quality across the Council and will offer support and advice to ensure practice is continuously improved.

The Data Quality Template accounts for and documents all of the above.

7. RESPONSIBILITIES

Councillors - the Chairman of the Audit and Resources Overview and Scrutiny Committee has responsibility for data quality as part of his/her responsibility for corporate governance and risk management. Each Portfio Holder has a role in ensuring data quality arrangements are in place within the services they oversee by holding the officers listed below accountable for meeting their responsibilities and commitments as set out.

Strategic Directors and Service Area Managers have the responsibility for ensuring that accurate and complete records are maintained and that performance, appraisal and disciplinary processes are in place to maintain and enhance data and information quality for their directorate. Strategic Directors and Service Area Managers are responsible for the errors made in their own area of responsibility, and to resolve those errors and, where applicable, ensure processes are in place to avoid repeat errors.

This will provide an audit trail, reassure Managers that performance reporting is accurate and relevant, consistency and ensure quality controls checks have been made. Errors and exceptions should be recorded, put right and documents retained for 2 calendar years.

The Policy and Performance Team and Strategic Directors are responsible for formulating improvement measures in the Action Plan supporting this strategy, as well as monitoring to ensure that progress again the plan is systematically monitored and any corrective action taken, if required. As the Organisation's Data Quality Champion, the Policy and Performance Team will also drive improvements in service areas by providing regular updates and sharing best practice and highlighting achievements/areas for improvement.

In addition, Policy and Performance Team will:

- Advise departments and Internal Audit of new and amended performance indicators so that data quality processes can be set up / amended.

- Check and chase up data returns and ensure that appropriate explanations are provided for performance exceptions.

- Maintain links to national performance indicator guidance so that it is readily available to data collectors, authorisers and Internal Audit.

- Develop the performance management framework and supporting systems to incorporate data quality processes at the point of collection based on recommendations from External and Internal Audit.

Team Leaders and Service Area Managers are responsible for completing DQ Templates for all indicators and for ensuring that adequate, safe systems holding an acceptable standard of information are developed and maintained and that performance information they provide is accurate, timely and meets the relevant guidance. They are also responsible for ensuring the implementation of corporate policy and procedures and the development of service based policies and procedures for performance information.

The Responsible Officer is the Officer who is the PI Originator. The Data Quality Template will identify this officer and will act as a point of reference for queries, feedback and the checking processes that have taken place.

All staff are responsible for following policies and procedures and all line managers for ensuring that this is the case in their respective service teams. Commitment to data quality will be clearly stated in job descriptions for all relevant roles within the Council, ensuring that Directors, managers, administrative staff and others recognise their responsibilities as an integral part of their role and profession. It is the responsibility of all staff that input, store, retrieve or otherwise manage data to ensure that it is of the highest quality. Everyone in the organisation will be responsible for complying with this Data Quality Strategy.

8. Monitoring and Review

WDC recognises the need to achieve a balance between the resources required to set and meet data quality standards and the relative benefits that follow. This has been taken into account in developing our approach to monitoring and review. It will be necessary to focus resources on data that the council regards as critical to its overall business objectives. Equally, the right balance must be achieved and justified between accuracy and timeliness.

The policy and the council's overall approach to data quality will be monitored by Directors, all levels of Managers and Policy and Performance. Internal Audit will also provide internal assurance controls.

The monitoring and review process will involve:

- Regular communication between NI originators, Service Area Managers and Policy and Performance Team, to ensure that the correct systems and procedures are in place.
- Routine/minimum/mandatory checks – documented.
- Spot checks.
- Follow up of any data quality queries from members of staff.
- Liaising with Internal Audit and External Audit regarding any data quality issues they have come across as part of their review/Inspection programme.
- Policy and performance team will review National, Corporate and dashboard indicator templates (see appendix 1) annually to double check they are up to date.

9. Training

Staff will be required to adhere to the standards regarding the accuracy and timeliness of data and confidentiality determined by WDC within this strategy. WDC, therefore, has responsibility to ensure that staff are aware of and are sufficiently trained to achieve this standard. The training requirements for data quality are to be included as part of WDC's Corporate Training Programme.

Right First Time/giving a quality service, Customer Service based training will be mandatory item in the corporate induction programme to highlight the need for both accuracy and service and explain the consequences of getting it wrong. Specific Data Quality Training will be available for those staff identified as employed in Data Quality roles

and Service Area Managers are responsible for identifying staff with specific training needs. Training programmes and needs should be reassessed regularly by Managers, to ensure they meet the needs of staff.

A policy of 'no training,' 'no password' for all systems will be implemented. Managers are responsible for ensuring this policy is adhered to. The policy is that without approved training, no passwords will be allocated enabling access to any systems no matter the status of the member of staff. System access is restricted to staff who have attended an appropriate training course. Access for new users will be withheld until relevant training has taken place.

Mandatory training will ensure all staff understands all aspects of the information they collect and how others use data – also to understand the implications of getting it wrong.

10. The Way Forward: Data Quality Action Plan – Appendix

Implementation of the Data Quality Strategy is through the actions listed in the Action Plan. None of these actions have any cost implications, although Officer time is needed to implement them. It should be borne in mind those errors due to poor data quality standards also have both time and cost implications.

10.1 Action Plan Monitoring

The delivery of this Data Quality Action Plan and strategy will be monitored on a quarterly basis by the Policy and Performance Team and reported to CMT and The Executive. After each annual audit, Policy and Performance Team will use the audit report and results together with recommendations to the Audit and Resources Committee to ensure senior Management are kept up to date with progress.

In addition to the Data Quality Strategy, the action plan will provide a useful point of reference for both Internal and External Auditors.

DATA QUALITY TEMPLATE

Ref :	Short Description :		Service Area:
EG – CS2iii	*EG – % of planning applications decided within target times*		*Planning*

Indicator Definition:
Insert full definition of indicator here, expanding on the detail relating to any potentially ambiguous words in the short description

Primary Data Sources	
Data Source(s)	**Data Quality Assurance Arrangements**
Detail here the source(s) of data used to calculate the result for this indicator (including third parties where applicable)	*Describe here how we can be confident in the accuracy of this data, what automation or checking is employed and at what sample rate. How are records that the data has been checked taken where are they held and what is the retention policy?*
Officer Responsible for collection	**Officer Accountable for Data Quality Assurance**
Name Officer / Position Here for officer who will collect and use the data	*Name Officer / Position Here for officer who will ensure appropriate quality checks have been undertaken and is signing to certify they are a true record*

Calculation and Submission	
Calculation Method	**Calculation Quality Assurance Arrangements**
Detail here the method used to calculate the result, the numerator & denominator for % results or other methods of aggregating or manipulating raw data as necessary – if simple data transfer or raw info, then state this	*Describe here how we can be confident the calculations are undertaken accurately, what automation or systems are employed, how is this checked, how is a record of the checks taken and where is it held and the retention policy?*
Officer responsible for calculation	**Officer Accountable for Calculation Quality Assurance**
Name Officer / Position Here for officer who will undertake the calculations	*Name Officer / Position here for officer who will ensure appropriate quality checks have been undertaken and is signing to certify they are a true record*

Reporting of Results	
Officer responsible for System Report	**Overall Accountability**
Name Officer / Position for officer who will input data onto the online performance management system	*Name Officer / Position ultimately accountable for management of indicator and its reporting – usually service area manager*

APPENDIX 2

DATA QUALITY ACTION PLAN

(In response to itemised recommendations R1 – R13 received from Audit Commission)

Recommendation	Priority 1=low 2=med 3=high	Responsibility	Agreed	Comments/Action to be taken	Date
R1 Top level commitment to data quality should be promoted throughout the organisation to ensure consistency of data quality objectives across all departments.	2	Head of Organisational Development and Performance Improvement Chairman of Audit and Resources Overview Cttee.	Yes	New Strategic Director for Organisational Development and Performance Improvement will be in post from May 2008. He will be the Director responsible for data quality. The Chairman of Audit and Resources overview Committee will have responsibility for data quality as part of its responsibility for corporate governance and risk management. Arrangements for Performance Management 08/09 have been issued and communicated to all Service Area Managers. This information includes details of the new National Indicators, data quality guidance and draft data quality template.	31.5.08 31.5.08 31.3.08
R2 Data quality targets should be included on appraisal forms.	2	Service Area Managers	Yes	Where the job description includes or is changed to include data related responsibilities, the Service Area Manager will ensure data quality targets/measurements are included in the appraisal discussion and are recorded on the appraisal documentation.	31.12.08
R3 The data quality policy for partnership working (Local Area Agreement performance management cycle & guideline) should be followed consistently by all partners.	2	Policy & Performance & the Community Development Team	Yes	Policy & Performance Team will liaise with WCCs' Policy and Partnership Co-ordinator to understand and comply with data quality arrangements for Local Area Agreement. Where the data quality template identifies primary data source is from a third party, third party data quality standards will be investigated and documented on the template.	31.5.08 30.6.08
R4 A quality assurance programme specifying required data quality standards and presention should be set up between the council and third parties. As part of the programme, data can be reviewed against the specifications at agreed intervals. Acceptable standards can them be maintained for all parties concerned to ensure that data is of sufficient quality and	2	Policy & Performance	Yes	The data quality template will highlight: • Partners with whom WDC share/receive data. • Identify what governance procedures partners have to validate data prior to WDC receiving it. • Identify any areas of risk. See also R3 above.	30.6.08

integrity to be useful.					
R5 A data quality champion should be assigned to each department to promote existing policies and to review and report on compliance.	2	Policy & Performance	Yes	Policy & Performance Team will be the data quality champion. They will regularly promote and support Service Areas in their Data Quality work and share good practice. The Data quality template records will also be used as a tool for both Service Areas and Policy & Performance Team to monitor standards.	30.6.08 (and on going)
R6 Minimum standards controls should be put in place, for example 10% accuracy checking of performance information by department Heads of Service. The Council should review the controls annually to ensure their operation and instigate improvements as appropriate.	3	Policy & Performance Service Area Managers	Yes	The new Data Quality Template includes sections that ask how, when and by whom has the data been checked. Policy & Performance Team will review the templates for each indicator annually. Service Area Managers (or the person identified as 'responsible' for the indicator as shown on the Data Quality Template) are responsible for ensuring work is checked, checks are documented, and feedback is carried out in an effective and timely manner. They are also responsible for signing them off as correct.	30.6.08
R7 Senior management should be kept informed of all issues identified and the results of the annual review of controls,	2	Service Area Managers	Yes	Annual review of controls will be reported to CMT via Policy & Performance along with proposals for any changes or improvements required to address the recommendations. Issues identified in year as part of routine data quality management will be raised via scheduled team meetings and escalated for resolution as appropriate.	31.5.08
R8 A formal set of quality requirements should be applied to data used by the organisation which is shared externally or which is provided by a third-party organisation (also see R4).	2	Policy & Performance	Yes	See R4	30.6.08
R9 Roles and responsibilities for all staff involved with data quality should be documented and incorporated into job descriptions.	2	Service Area Managers	Yes	The Data Quality Template will identify the person responsible for data quality for each performance indicator. The annual Appraisal Process takes place between April-June and 6 month appraisal between October-December. The existing appraisal process asks Line Manager and subordinate: 'Does Job description need amending as part of this review process?' Any changes to the job description should be agreed and documented at the appraisal together with SMART objectives for the achievement of that area of work. Service Area Managers are responsible for updating for ensuring Human Resources receives an updated version of the job description if applicable.	31.12.09
R10 Weaknesses identified by audit should be communicated to all staff involved in data quality to increase awareness and ensure that solutions are applied	2	Service Area Managers Policy &	Yes	Where necessary, Service Area Managers will include performance management and data quality issues/achievements at team meetings. P&P Team will review templates annually with template owners and use other internal communications to promote data quality throughout the	31.5.08 and on going

consistently throughout the organisation.		Performance		year (minimum quarterly) Policy & Performance Team will hold 121's with all Service Area Managers by 30.4.08.	30.4.08
R11 Formal data quality training should be considered annually and provided to Heads of Service and PI Co-ordinators where required.	3	Learning and Development Officer. Service Area Managers.	Yes	Policy & Performance Team will liaise with Learning and Development Officer to ensure training requirements are included as part of WDC's Corporate training programme. Service Area Managers with staff who are directly involved or responsible for data quality will ensure provision is made for data quality training as appropriate.	31.5.08 31.5.08
R12 Checks should be undertaken to ensure that all data is transferred correctly from the survey spreadsheet to the results spreadsheet. Redesign of the survey sheets to improve clarity may reduce the risk of transposition error in the first instance.	3	Policy & Performance Team and Community Services Manager.	Yes	Policy & Performance Team will liaise with Jackie Webb to agree remedial action required to ensure data transfer is accurate and quality control checks are in place.	30.4.08
R13 The system needs to be given the capability to produce a report which can generate the information required for this indicator.	3	Policy & Performance Team and Andrew Jones.	Yes	Policy & Performance Team will liaise with Andrew Jones to ensure report produced fulfils requirements.	30.4.08