

EPPING FOREST DISTRICT COUNCIL

DATA QUALITY AUDIT - SELF ASSESSMENT

1. GOVERNANCE AND LEADERSHIP

Has the body put in place arrangements at a senior level to secure the quality of data used to manage and report on performance?

Commentary	Evidence
<p>1.1 Responsibility for data quality is clearly defined</p> <p>At member level, responsibility for data quality rests with the Portfolio Holder for Finance, Performance Management and Corporate Support Services, and the Finance and Performance Management Cabinet Committee (DQ01). This body reports into the Executive on matters relating to audit, performance and governance. The Cabinet determines the Key Performance Indicators for the authority on an annual basis and receives an annual report on performance. The Finance and Performance Management Scrutiny Standing Panel is responsible for receiving quarterly reports on Best Value Performance Indicator (BVPI) and Local Performance Indicator (LPI) performance, and for challenging matters of data quality (DQ02), (DQ03).</p> <p>At officer level, responsibility for data quality rests with the Joint Chief Executive (Resources). This post has responsibility amongst other things for Internal Audit, the Performance Management Unit, Information and Communications Technology and the Finance function (DQ04).</p> <p>Management Board has a general responsibility for data quality, receiving reports on matters such as BVPI performance, and plans for the improvement of performance of individual performance indicators. As part of this process, data provided by Heads of Service is scrutinised on matters of BVPI performance and data quality (DQ05).</p> <p>Heads of Service are responsible for data quality within their individual services, and for formally agreeing the accuracy of BVPI and LPI returns (DQ06). In addition specific Heads of Service have defined roles as follows:</p> <p>(i) The Head of Finance as Chief Financial Officer has responsibility (Council Constitution (Section 12.04(e) Page B32) for data quality with respect to the Council's financial regulations and processes (DQ07);</p> <p>(ii) The Head of Information and Communications Technology is responsible for the security of the authority's ICT function, the proper use of email and the internet, and for data protection issues;</p> <p>(iii) The Head of Legal, Administration and Estates is the</p>	<p>Council Constitution (DQ01)</p> <p>Cabinet Minutes (10.7.06) (DQ02)</p> <p>Finance and Performance Management Scrutiny Panel Minutes (1.6.06) (DQ03)</p> <p>Job Description for Joint Chief Executive (DQ04)</p> <p>Management Board Minutes (17.5.06) (DQ05)</p> <p>Data Quality Process for BVPIs and LPIs (DQ06)</p> <p>Articles of the Council's Constitution (DQ07)</p> <p>Articles of the Council's Constitution (DQ08)</p>

Commentary	Evidence
<p>Council's Monitoring Officer and has responsibilities (Council Constitution (Section 12.03(f)) (DQ08) for making available executive decisions and for the provision of advice on matters such as financial propriety, probity and the budget framework;</p> <p>(iv) The Head of Human Resources and Performance Management is responsible for the collection and presentation of BVPI and LPI data in the Best Value Performance Plan and Council Plan;</p> <p>(v) The Chief Internal Auditor is responsible for the delivery of an annual audit plan within which issues of data quality feature as appropriate (DQ09).</p> <p>In addition to the responsibilities vested in individual Heads of Service, the Council has introduced a data quality control process for the production of BVPI and LPI data. A designated officer is responsible for the production of data for each indicator, and the process sets out defined responsibilities for cross checking data, and for sign-off by the Head of Service or nominated senior manager. The Internal Audit unit has carries out annual audits on the process with respect to performance indicators (DQ10).</p> <p>The Council Plan for 2006 to 2010 stresses the importance of data quality, and one of the authority's key themes within this document is the commitment to high standards of data quality (DQ11).</p> <p>All staff regularly receive training on data quality issues through a comprehensive ICT training programme. New staff are required to attend an 'Introduction to ICT' course, which stresses the importance of data quality. In addition, the Council has adopted Essex County Council's competency framework for training and development purposes. Competency No. 7 (Using and Managing Resources) includes the requirement to 'understand and conform to the legislative, ethical and procedural requirements in relation to information security, collection, storage and disposal'. This is supported by Competency No. 4 (Analysis and Judgement), which states 'seeks out relevant information for problem solving and decision making' (DQ12).</p>	<p>Annual Audit Plan (DQ09)</p> <p>Data Quality Process for BVPIs/LPIs (DQ06)</p> <p>Internal Audit report on performance indicator data quality (DQ10)</p> <p>Council Plan (Paragraph 15.2) (DQ11)</p> <p>Corporate Training Programme (DQ12)</p>
<p>1.2 The body has clear data quality objectives</p>	

Commentary	Evidence
<p>The Council states its commitment to data quality in its new Council Plan for 2006/07 (DQ11), which is the strategic planning document for the authority. The commitment to data quality is key to the authority's ability to respond quickly to changes in performance, taking corrective action in response to accurate and timely data. The annual Best Value Performance Plan (BVPP) (DQ13) supports this, where it is stated that the Council seeks to 'continually improve the accuracy, timeliness and cost effectiveness of payments'. The BVPP also notes that in 2005/06 the Council achieved its aim of introducing quarterly financial monitoring reports to the Finance and Performance Management Scrutiny Panel, thus providing the scrutiny function with greater opportunities to comment on and challenge financial data (DQ14).</p>	<p>Council Plan (Paragraph 15.2 (DQ11))</p> <p>Best Value Performance Plan (Page 47) (DQ13)</p> <p>Example Quarterly Financial Monitoring Report (DQ14)</p>
<p>The Council has produced a draft Value for Money Strategy, which emphasises the need for clear and accurate data on unit costs and performance in order to assess whether the Council achieves value for money in the services that it provides (DQ15).</p>	<p>Draft Value for Money Strategy (DQ15)</p>
<p>With respect to BVPI data, the Council's data quality objectives are not only that all data should be accurate and independently verifiable, but also that this should be used as a tool to drive up performance and ensure that top quartile district council performance is achieved for 50% of the KPIs (DQ02)</p>	<p>Cabinet Minutes (10.7.06) (DQ02))</p>
<p>At the operational level, the authority has a number of data quality objectives appropriate to the service provided. For example, our leisure management contract requires the contractor to provide accurate and verifiable statistical data in relation to numerous performance measures, as a condition of receiving payment under the contract (DQ16).</p>	<p>Leisure Management Contract (Performance Measures) (DQ16)</p>
<p>A number of front line services have achieved ISO 9001 accreditation, and this process requires the Council to produce clear data quality objectives. Equally, Legal Services has recently achieved LEXCEL accreditation and there is a requirement for clear reporting lines for data quality in this process (DQ17).</p>	<p>Legal Services Quality Manual (DQ17)</p>
<p>As noted at 1.1 above, the Council has a clear member and officer structure with respect to data quality. The Finance and Performance Management Cabinet Committee is responsible for receiving reports from the Audit Commission and Internal Audit, to consider risk management issues and be responsible for corporate performance management.</p>	<p>Data Quality Process for BVPIs and LPIs (DQ06)</p>
<p>The Council has set quality standards and targets for ensuring that BVPI and LPI data is accurate and produced in a timely fashion. This has been communicated to all staff with responsibility for the production of this information. Our performance in respect of LPIs is subject to annual internal audit. Training on a new performance management system (Ten Performance Manager) has recently been completed.</p>	<p>'Ten' System User Manual (DQ18)</p>
<p style="text-align: center;">3</p>	<p>(DC5)</p>
<p>Manmanager) (DC18).</p>	<p>Internal Audit report on</p>

Commentary	Evidence
1.3 The body has effective arrangements for monitoring and review of data quality	
<p>As noted above, the Council has implemented a quality assurance process for the collection of BVPI and LPI data. The LPI arrangements have been subject to internal audit on an annual basis for the last two years. The findings of the audit have been discussed by Senior Management Team to ensure that the recommendations are fully understood and acted upon. (DQ19) The external audit of BVPIs has been discussed by Management Board.</p>	<p>Senior Management Team Minutes (7.7.06) (DQ19)</p>
<p>The Council has recently introduced a new Performance Management IT system (Ten Performance Manager) in recognition of the fact that its reliance on spreadsheet systems posed a risk, and did not produce the analysis of data required (DQ20). The introduction of this system has been supported by staff training and the production of a comprehensive user manual (DQ18)</p>	<p>Cabinet Report (10.10.05) (DQ20)</p> <p>‘Ten’ System User Manual (DQ18)</p>
<p>Data quality has been identified as a risk at service level. For example, the Finance Service has reorganised its arrangements for the issuing of bus passes by centralising activities to ensure improved data quality. Previously bus passes had been issued from a dozen different locations using a mix of temporary staff and local councillors, who would then provide returns and data for central compilation. The quality of the data received was variable and the database of passholders was not regarded as reliable. To address these issues a centralised system has been introduced using postal applications. This has proved a more efficient system and greatly enhanced the quality of the data held (DQ21).</p>	<p>Cabinet Report (19.12.05) (DQ21)</p>
<p>The Scrutiny process is charged at member level with the monitoring and review of data quality. An example is the former Overview and Scrutiny Committee 3, which was responsible for the scrutiny of corporate health BVPIs. Interrogation of sickness data (BV8) led to a review of the way this information was collected and recorded, which in turn provided accurate information on performance, training for managers and better performance. (DQ22)</p>	<p>Overview and Scrutiny Committee (3) Minutes (22.7.04) (DQ22)</p>
<p>BVPI and LPI performance is monitored by the Finance and Performance Management Scrutiny Panel each quarter. (DQ03) In addition Heads of Service meet with the respective portfolio holders to discuss performance information on a quarterly basis, and all members have access to performance data through schedules deposited in the Members’ Room. The Cabinet is required to review overall performance annually, and to set performance targets for KPIs (DQ02). In addition to the officer process, reference has already been made to the scrutiny role carried out by Heads of Service and Management Board (DQ05).</p>	<p>Finance and Performance Management Scrutiny Panel Minutes (1.6.06) (DQ03)</p> <p>Cabinet Minutes (10.7.06) (DQ02)</p> <p>Management Board Minutes (17.5.06) (DQ05)</p>

2. POLICIES

Has the organisation defined its expectations and requirements in relation to data quality?

Commentary	Evidence
<p>2.1 A policy is in place, supported by a current set of operational procedures and guidance</p> <p>As noted above, the Council has an operational Data Quality procedure in place to assure the quality of BVPIs and LPIs. This is designed to support the objective of accurate and timely data production so that performance can be managed in a timely and effective way. The procedures include a requirement for Head of Service scrutiny and authorisation of all performance data, together with cross checking of calculations by a person independent of this process. In signing off PI data Heads of Service are required to satisfy themselves that all relevant data has been considered, and that there is a clear audit trail to support the calculations (DQ23). These processes have continued following the introduction of the 'Ten' performance system, which in itself provides a clear audit trail with respect to the entering of PI data.</p> <p>This is supported at service level by the quality assurance processes required by national standards such as ISO 9001 and LEXCEL, the latter being set out on the Council's intranet for the benefit of legal staff. In addition, the Council introduced a new Committee Management System ('CoMS'), which ensures that data relating to the democratic process is published in a timely and accurate way. An example of this concerns the ability of the system to track member attendance at meetings, and for the accurate publishing of committee minutes.</p> <p>In the Housing Service all of the latest user manuals for Anite Housing (the social housing system used by the Council) are published on line via the Anite website and are available to download at any time. Anite ensure that the documents are always up to date. In addition, the service has instigated a back up and recovery plan to ensure continuity in the event of long-term staff absence. Should this happen the contractor has agreed to provide a complete service to maintain the software and manage day-to-day processing needs.</p>	<p>Data Quality Process for BVPIs and LPIs (DQ6)</p> <p>BVPI/LPI Quarterly Summary Control Form (DQ23(a))</p> <p>BVPI/LPI Annual Summary Control Form (DQ23(b))</p>
<p>2.2 Policies and procedures are followed by staff and applied consistently throughout the organisation</p>	
<p>All staff that are responsible for the collation of performance data have a copy of the procedures via the intranet. Training has recently been completed on the 'Ten' system and Heads of Service and managers are required to ensure that all relevant staff have training in the quality assurance procedures.</p> <p>At a local level the procedures used within individual services, for example Legal Service's procedures for data quality are</p>	<p>Legal Services Quality Manual (DQ24)</p>

Commentary	Evidence
<p>available to all relevant staff (DQ24).</p> <p>Compliance with corporate procedures is monitored by the Performance Management Unit on a quarterly basis. In addition, Management Board have an overview of compliance with the process and issues of non compliance are considered at this level via the annual internal audit monitoring report as well as exception reporting where necessary (DQ25).</p>	<p>Management Board Minutes (5.7.060 (DQ25))</p>

3. SYSTEMS AND PROCESSES

Are there effective systems and processes in place to secure the quality of data?

Commentary	Evidence
<p>3.1 There are appropriate systems in place for the collection, recording, analysis and reporting of the data used to monitor performance, and staff are supported in their use of these systems</p>	
<p>The quality assurance system for the collation of BVPI and LPI data has been described above. The annual internal audit report has identified some areas for improvement and these have been agreed at Senior Management Team (SMT) for implementation throughout the services. The inclusion of these internal audit reports in the Annual Audit Plan and the subsequent discussion of the findings by SMT illustrate the importance placed upon them by the Council. Equally, the quarterly system of scrutiny illustrates the importance placed upon this at Member level.</p> <p>Staff are supported in using the ‘Ten’ performance management system by the Performance Management Unit (who effectively provide a help desk facility), and by the Head of Human resources and Performance Management. In addition, the recent training on the ‘Ten’ system covered wider issues of data quality, thus re-emphasising the Council’s commitment to support for staff working in this area.</p> <p>Although the internal audit reports have found failings of compliance with the system, these issues for improvement have been welcomed by both Management Board and Heads of Service, who seek to foster a ‘right first time’ approach to data quality.</p> <p>The arrangements for collecting and reporting data are integrated into the Council’s performance management framework, which starts at the strategic level with the Council Plan and works down to individual staff targets, which are monitored via the annual Staff Development Review process. (DQ26)</p> <p>Over the last three years the Council has reviewed the format and content of its PI data, consulting both officers and members on the information that should be included in committee reports and other documents. This has led to</p>	<p>Performance Management Framework as set out in Staff Development Review Process (DQ26)</p> <p>Works Unit Local Agreement (DQ27)</p>

Commentary	Evidence
<p>ongoing improvements in data presentation. In the Works Unit a review of data quality related to staff working on out of hours emergency work showed that the recording systems were overly complex and required unnecessary detail, for the proper authorisation of payments. This led to successful negotiations with the trade unions to simplify payment arrangements, with the result that data recording was simplified and became easier to use. (DQ27)</p> <p>The Council has well-established policies for IT security, Data Protection and the acceptable usage of IT systems. All new systems are introduced via the Council's ICT Strategy and implemented using PRINCE2 project methodology. This approach ensures that all stakeholders are included in the process of specification, design and implementation of IT systems (DQ33).</p>	<p>ICT Policies - IT Security (DQ33(a)), Data Protection (DQ33(b)), Acceptable Usage (DQ33(c))</p>
<p>3.2 The body has appropriate controls in place to ensure that information systems secure the quality of data used to report on performance</p>	
<p>The Council has a comprehensive annual audit plan, the outputs of which are reports and management action plans. (DQ9) This work is reviewed by the Finance and Performance Management Cabinet Committee at member level (DQ34), and by Management Board/Heads of Service at officer level.</p> <p>A Business and Internal Control Assurance Process to support the Statement on Internal Control (QC35) has been drafted and is currently under consideration.</p> <p>There are a range of controls built into systems to minimise the scope for error, for example within Planning Services where a policies are in place to deal with the quality of data, particularly to ensure that changes are tracked and auditable (DQ51).</p> <p>The Chief Internal Auditor prepares an annual Internal Audit Report to the Council, which includes an opinion on the overall adequacy and effectiveness of the authority's internal control environment. The annual audit report considers key risks facing the Council, the adequacy of controls in place to address them, and draws attention to any issues particularly relevant to the preparation of the Statement on Internal Control. In addition, the Council is also proactive in strengthening its performance information system controls. The adequacy of these controls is assessed by Members and Management Board, who approve a Statement of Internal Control. Heads of Service also provide statements on adequacy of controls in their service.</p> <p>PI data is quality assured by service level management before being reported to Management Board and members, as noted above</p>	<p>Annual Audit Plan (DQ9)</p> <p>Finance and Performance Management Cabinet Committee Minutes (19.6.06) (DQ34)</p> <p>Statement on Internal Control 2005/06 (DQ35)</p> <p>Planning Data Change Control Policy (DQ51)</p>

Commentary	Evidence
3.3 Security arrangements for performance information systems are robust, and business continuity plans are in place	
<p>The Council has a Corporate Business Continuity Plan that addresses the recovery of all Corporate ICT facilities in the event of major system outage. The Council is currently constructing a second computer suite to ensure a more timely recovery from major IT system incidents (DQ36)</p> <p>All services have produced business continuity plans which set out identified risks to business continuity and appropriate responses. Additionally, all Service Plans are required to identify risks associated with service delivery, and put appropriate controls in place where possible (DQ37).</p> <p>The Council's IT systems are protected by password log-ins, and key systems are protected by further elements of access control, for example the Human Resources/Payroll database. Servers and other related systems are backed up every night, and backed-up data is secured in fireproof storage locally and taken to a remote (outside of the District) location three times a week. Critical business systems (e.g. financial and security systems) are checked regularly by internal audit, with reports made to the Head of Service and Management Board).</p> <p>Procedure notes and/or appropriate training materials are provided for all key systems (DQ38).</p>	<p>Corporate Business Continuity Plan (DQ36)</p> <p>Example Service Plan (Revenues) (DQ37)</p> <p>Example Procedure Note (DQ38)</p>
3.4 An effective management framework for data sharing is in place	
<p>The Council participated in the National Fraud Initiative in 2004 and complied with agreed protocols for the submission of data. We have analysed the data quality summary feedback from the Audit Commission, and were pleased to note the very high level of compliance (DQ39).</p> <p>The Council is a Member of the Essex Information Group (EIG) that developed and implemented the Essex Trust Charter across public sector bodies within Essex. The Charter sets out a clear protocol for the exchange of data between one or more public sector organisations. It requires both parties to consider and agree the purpose, source, legality, quality and retention of data that is to be exchanged and creates a clear written understanding between all parties before any actual data sharing takes place.</p>	<p>NFI Summary Feedback (DQ39)</p>

4. PEOPLE AND SKILLS

Does the organisation have the resources in place to secure data quality?

Commentary	Evidence
4.1 The body has communicated clearly the responsibilities of staff, where applicable, for achieving data quality	

Commentary	Evidence
<p>All person specifications identify the skills required of the postholder, including education and training requirements and ICT skills, where appropriate (DQ40). The staff development review process (DQ26) considers training needs for individuals annually, including those relating to data quality and management.</p> <p>Designated staff in each service are responsible for Data Protection and Freedom of Information issues (FOI), and training has been provided for such staff, along with other staff who have similar responsibilities. A FOI group has met regularly to share best practice and common issues. (DC40) The corporate training programme provides regular courses on Data Protection, and the Head of Research and Democratic Services has responsibility for day-to-day Freedom of Information issues. In addition, the corporate induction course contains aspects relating to FOI and data protection.</p>	<p>Example Person Specification (DQ40)</p> <p>Staff Development Review process (DQ26)</p> <p>Minutes of FOI Group meeting (DQ41)</p>
<p>4.2 The organisation has arrangements in place to ensure that staff with data quality responsibility have the necessary skills</p>	
<p>See our comments at Section 4.1 above. In addition, all new staff are expected to attend the 'Introduction to ICT at EFDC' course offered in the corporate training programme (DQ12). As part of their on the job training staff also receive induction training in their place of work, including local arrangements for data quality and management. In the Works Unit staff received basic skills training (reading/writing/maths) to provide them with the necessary skills to ensure they can accurately record their work performance.</p> <p>Data related training in the corporate training programme includes courses on intranet administration, website and business applications, basic computer literacy, business objects, financial reporting, data protection, report writing, Excel, and Word. Every course is evaluated by the Human Resources unit and/or ICT, along with delegates themselves.</p> <p>The Council's staff development review process identifies training needs and these are analysed by the Head of Human Resources on an annual basis to ensure that courses provided meet the Authority's data management and quality needs. In addition the Head of ICT also reviews the ICT training needs identified each year.</p> <p>A training officer is employed in the Benefits Service to ensure that all staff performing benefit work have the necessary skills. Individual tailored programmes are provided for new members of staff, depending on their experience and qualification. In addition to this existing staff receive training on changes in legislation and DWP requirements.</p> <p>As mentioned above, staff with specific responsibilities for the collation of PI data have received written guidance and</p>	<p>Corporate Training Programme (DQ12)</p>

Commentary	Evidence
<p>helpdesk support from the Performance Management Unit. In addition, such staff have recently received training on the new TEN performance system, along with a reminder about the stringent requirements with respect to the collation of PI data. (DC5), (DC18)</p> <p>All training courses are evaluated to ensure that they are fit for purpose and meet the Council's data management needs.</p> <p>The Council is currently implementing an Electronic Records and Document Management System (ERDMS) across all service areas. This project by definition will apply a single corporate records management policy to ensure a consistent approach to the data quality of all record systems. Staff are receiving specific record management training as part of the ERDMS implementation (DQ42).</p>	<p>ERDMS Project (DQ42)</p>

5. DATA USE

Are there effective arrangements and controls in place for the use of data by the organisation?

Commentary	Evidence
<p>5.1 The body has put in place arrangements that are focused on ensuring that data supporting performance information is also used to manage and improve the delivery of services</p>	
<p>Consideration of Local Land Charges performance data led the Head of Service to review the way the service was provided. In addition, the Finance and Performance Management Scrutiny Standing Panel scrutinised the work of the Land Charges Section in order to understand the reasons for performance difficulties, and to work with the Head of Service on solutions. (DQ3)</p> <p>Within Planning Services, performance information that is collected for BVP/109 is used on a bi-weekly basis to discuss ongoing performance with case officers, to ensure they are aware of how their decision performance influences this measure, and to identify applications that are in danger of missing their deadline.</p> <p>Furthermore, Planning Services also use the data being collected for BVP/109 to allow senior officers to assess the caseload of officers when allocating work. These reports are also available to officers for use in managing their own workload. In addition, Senior Management in Planning Services meet with staff on a bi-weekly to discuss performance issues highlighted, these discussions utilise information collected for BVP/109 and are used to identify reasons why applications have been decided late.</p>	<p>Finance and Performance Management Scrutiny Panel Minutes (1.6.06) (DQ3)</p>
<p>The Council has implemented a number of IT systems to capture (at source) various performance metrics regarding the</p>	<p>CSTP report (DQ43)</p>

Commentary	Evidence
<p>use of IT based systems. These include data that relates to the use of Email, Internet and telephones. This has greatly assisted the Council in improving service delivery and developing new service delivery methodologies; for example the current Customer Services Transformation Programme (CSTP) has made strategic use of customer call data in order to assess the Councils current performance and gauge the impact of remodelling the current customer services approach (DQ43).</p> <p>In the Housing Service some PIs are collated on a monthly or fortnightly basis (where they are of critical importance, such as rent arrears and void loss). This enables management to identify any issues of concern quickly and act on them (DQ44).</p> <p>Another example of where use of data has led to improvement in services concerns data relating to homelessness approaches. A report considered by the Cabinet in April 2006 uses data on this matter to make a successful case for additional homelessness prevention resource (DQ45).</p> <p>In the Works Unit, a Building Maintenance Performance Management Policy is in place, which clearly links data quality with tenant satisfaction and the performance of operatives. Data on performance is analysed and corrective action taken where appropriate (DQ46).</p> <p>In addition, mention has already been made of the scrutiny of BVPI sickness data, which led to a review of data recording and collection, and has led to an improvement in performance.</p> <p>Under the LEXCEL accreditation system, Legal Services are required to meet regularly with clients to discuss the service provided and make improvements. This was identified as an area of good practice by the independent LEXCEL assessor.</p> <p>Members receive performance data on a quarterly basis at the Finance and Performance Management Scrutiny Panel. This includes PI and financial information, along with scrutiny of the performance of a specific service such as Local Land Charges and Planning Services (DQ48).</p> <p>The Council regularly submits performance returns to a variety of government departments including the Department for Work and Pensions (DWP) and the Department for Communities and Local Government (DCLG), such as P1Es in Housing, PS2s in Planning and CIPFA data. As noted above, performance data is submitted quarterly to Management Board and the Finance and Performance Management Scrutiny Panel. It is submitted annually to Cabinet.</p> <p>Performance management systems also include qualitative data from our compliments and complaints process. This is reported to members via the Members' Bulletin (DQ49). Additionally mechanisms for gathering and assessing customer</p>	<p>Housing Revenue Account Business Plan (Section 9.3) (DQ44)</p> <p>Cabinet Report (10.1.06) (DQ45)</p> <p>Building Maintenance Performance Management Policy (DQ46)</p> <p>Finance and Performance Management Scrutiny Panel Agenda (1.6.06) (DQ48)</p> <p>Members' Bulletin (DQ49)</p>

Commentary	Evidence
satisfaction include the use of satisfaction cards.	
5.2 The body has effective controls in place for data reporting	
<p>Reference has already been made to the quality assurance process for BVPIs and LPIs, and the annual audit work which tests compliance with this. Examples of data submitted on a timely basis include the annual BVPP and Statement of Accounts. The Council has recently reviewed its controls for the clearance of agendas, including the establishment of agenda planning process for both the Executive and Scrutiny functions. This provides a control mechanism for the publishing of data (DQ50).</p> <p>The Council has definitions for all KPIs and BVPIs, and as noted above all data returns are supported by an audit trail which is verified both internally and by external audit.</p> <p>There is an established timetable for the submission of data each quarter, and this is currently being reviewed with the introduction of the 'Ten' performance management system. Missed deadlines are reported to Management Board.</p> <p>Data is verified by the Head of Service before submission to Management Board and members. Management Board and members scrutinise the data carefully, and as noted above, often request improvement actions or plans.</p>	<p>Cabinet Agenda Planning process (DQ50)</p>