

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP21/04

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
15 JANUARY 2021**

SUBJECT: DATA QUALITY GOVERNANCE AND DELIVERY PROGRESS REPORT

SUMMARY:

1. Data Quality (DQ) is currently the highest corporate risk for both Suffolk and Norfolk Constabularies.
2. Governance for both Forces is provided through a shared DQ Strategy Board, with implementation through a Delivery Board. A new Suffolk Ethics Board, due to start in Spring 2021, will consider data integrity issues like facial recognition and predictive technologies.
3. The DQ Strategy Board has commissioned the DQ delivery board to address five priority areas. It will also maintain oversight of Crime and Data Integrity (CDI).
4. Terms of Reference and membership of the boards have been agreed. An ambition has been set to make progress over two years through a Maturity Matrix, across Culture, Capacity, Strategy and Structure. This may require investment with bids to be made through precept increase.
5. Analytical resources are currently being ringfenced to support local and national initiatives to direct and deliver against the DQ strategy.

RECOMMENDATION:

1. The Panel is asked to note and support the DQ governance arrangements for Suffolk Constabulary.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION

1.1 The provision of accurate and reliable data is key for the Chief Constable to manage the performance of Suffolk Police. It is also necessary to better understand demands for service from the police and other agencies. Data Quality is therefore vital for public trust and confidence in policing and everyone has a role in getting it right and using data responsibly.

1.2 Terms of Reference

1. A shared approach will be taken with Norfolk and Suffolk to improving Data Quality with joint governance.
2. The DQ Strategy Group will be accountable for improving DQ performance and managing the strategic corporate risk effectively.
3. The work of the DQ Strategy Group will be broad in scope, with the aim to ensure our information is fit for what we need to use it for.
4. It will set the level of ambition for both organisations through a Maturity Matrix approach. It will also establish areas of priority for the Delivery Board to improve the most important areas of service first.
5. The DQ Strategy Group will use best practice DQ principles (accurate, timely, accessible, legal etc) to ensure the appropriate and responsible use of resources.
6. The DQ Strategy Group will also aim to raise the profile and understanding of the importance of DQ for all our people, to become data driven (using the evidence of what works) and promote ethical information management practice.
7. The DQ Strategy Group will task work through the delivery group, supporting Subject Matter Experts in their work in specialist areas like Information Management and analytics.
8. The DQ Strategy Group will aim to make the most of technology to become more efficient and effective and will provide our people with the tools and training to get things right first time and to do the basics brilliantly.
9. The DQ Strategy group will seek best practice from within and outside the organisation.
10. The DQ Strategy Group will report progress monthly through Joint Chief Officer Team meetings and as required through the PCC Accountability and Performance Panel.
11. The DQ Strategy Group will prioritize the provision of data on protected characteristics to measure the impact of disproportionality and actively promote trust and confidence in policing in all communities.

1.3 The Data Quality Delivery Board have identified and agreed five initial areas to address:

- **Repeat DA Victim tagging** – improving the current 50% compliance on initial entry, through the Domestic Abuse Delivery Group;

- **Accurately recording the committed Date and Time for crime** - enabling the analytical department to create quality analytical products against victims, offenders, locations and time;
- **MO Standards** – consistent MO standards enable key word searches for analytical products to identify trends and crime series;
- **Prevent duplicate record creation** – impacting on intelligence quality, custody, organisational risk;
- **Data Quality Fields** - ensuring that the correct data is being inputted in each field.

1.4 These are all areas where we have a good baseline to measure against, and there are relatively clear, potentially obvious solutions across different disciplines i.e. both technological, communication and process. Tracking vulnerability is an emerging issue that may be commissioned in future as we develop our understanding of this area with partners.

1.5 **Progress against the DQ Maturity Matrix**

1.6 The Maturity Matrix is a way to set a level of ambition and to measure progress that was developed in Evidence Based Policing (EBP) principles. The matrix enables Forces to decide what it wants to achieve based on a scalar of 1 to 5 against four areas. The current situation was discussed and bench marked by the board members in November and updated in December. Table 1 shows the timescales set by the board, and the progress already made. This includes, for example, internal messaging based on the importance of getting information “right first time” as part of our professionalism. Further work on DQ will be promoted through the CARE leadership programme. Wherever possible, DQ principles will be integrated with existing training and development for officers and staff, rather than being “added on” as something separate. Progress against the matrix will be revisited each month to ensure that we are on track.

Table 1

Summary of Maturity Matrix – November 2020		
Area	Level	Timescale
Culture	1	18-24 to reach level 4
Capability	2	12 months to reach level 5
Structure	3	12 months to reach level 5
Strategy	3	9 months to reach level 5
Updated Summary of Maturity Matrix – December 2020		
Area	Level	Timescale (levels revised)
Culture	1	18-24 to reach level 4
Capability	2	12 months to reach level 3
Structure	3	12 months to reach level 4
Strategy	2	9 months to reach level 3

2. FINANCIAL IMPLICATIONS:

- 2.1 DQ initiatives are an area of priority, so are currently being supported through ring-fenced resource, but may in future require dedicated programme management and project support, as well as additional analytical capacity and capability. Existing analytical support is currently in place to the board until March 2021. Further resource requests will be addressed through JCOT, and through the Accountability and Performance Panel as appropriate.

3. OTHER IMPLICATIONS AND RISKS:

- 3.1 The Force currently has a high volume of data requests for victim support, referral and Victim Code of Practice (VCOP) data. Analytical work has been carried out and this is a growing area, particularly in relation to the Vulnerability Action Plan (VAP) which needs accurate and timely referral data to share with partners. This is an area that we will prioritize. It is linked to the national plan so every force will have its own delivery plans off the back of this.
- 3.2 The DQ boards will help the Force to understand the quality of data on OPTIK, an exciting new mobile technology which is going live shortly for front line officers, and is particularly relevant to stop search. This will be reported through the Suffolk Stop and Search Scrutiny Group.
- 3.3 National Data Quality Improvement Service (NDQIS) is a programme that is looking specifically at knife crime extracting from Athena, fixing it and returning to us. This is on track for the Home Office team to implement in Suffolk as part of their rollout early next year. Work is currently being carried out to extrapolate the number of cases for fixing.