



ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP21/38

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL – 2 JULY 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. The Suffolk Ethics Board is now regularly meeting and considers data integrity issues like facial recognition and predictive technologies.
3. The DQ Strategy Board has commissioned the DQ delivery board to address priority areas.
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 and project support have been ringfenced to support local and national initiatives to direct and deliver against the DQ strategy, including managing the NDQIS demand on knife crime.

**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 reports progress monthly through Joint Chief Officer Team meetings and regularly 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, especially through mobile technology.

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 tool that is used to set a level of ambition and to measure progress against that ambition. It is grounded in Evidence Based Policing (EBP) principles and provides a structured approach to identifying and tracking improvement using a scalar of 1 to 5 against four areas. 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 continue to be revisited each month to ensure that we are on track. The Maturity Matrix is attached at Appendix 1.

## 2. **FINANCIAL IMPLICATIONS:**

2.1 DQ initiatives are an area of priority, so are currently being supported through ring-fenced resource, including 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 2022. Further resource requests will be addressed through the Joint Chief Officer Team (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 National Vulnerability Action Plan (VAP) which emphasises the need for accurate and timely referral data to share with partners. This is an area that we will prioritize and consider during the next year.
- 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 The National Data Quality Improvement Service (NDQIS) is a workstream designed and delivered by the Home Office to assist forces in improving the quality of their recording in

specific areas. The approach is to receive crime extracts from all forces which are then run through algorithms to identify investigations that require amending to meet data quality standards. The first priority focus area is knife crime, and a process has been established to extract and send the data to the NDQIS project and then to receive the feedback in order to make corrections where necessary on our crime recording system. This currently requires manual processing in force however this ambition is to develop a technical solution which would mean crime records could be updated automatically. Currently, there are plans to publish amended knife crime statistics for all forces later this year (date to be confirmed) and it is anticipated that the figures published for Suffolk will be higher than in previous annual reports. In due course, other priority crime types are likely to be identified for similar processing which may, in time, present a more considerable resourcing requirement if an automated solution is not identified.

# Evidence-Based Policing (EBP) Maturity Model

Culture



Capability



Structure



Level 1 - Limited	Level 2 – Initiated	Level 3 – Defined	Level 4 – Developed	Level 5 – Integrated
<p>Staff don't value Data Quality and its potential benefits, relying only on professional judgement to inform decisions and practice.</p> <p>Perception that 'Data Quality isn't for the frontline' and is the responsibility of staff with strategic responsibilities.</p> <p>Target-driven culture dominates leaving little or no room for Data Quality consideration. Learning not generated through sharing of experience.</p>	<p>Efforts to implement Data Quality are un-coordinated.</p> <p>A minority of staff recognise benefits of Data Quality for decision-making and practice.</p> <p>No effort to increase organisational buy-in.</p> <p>Little attempt made to diagnose problems specific to the force.</p> <p>Some interest in evaluation and learning but unproven initiatives are used without testing and there is a lack of recognition in the value of learning lessons.</p>	<p>DQ principles being applied at some levels.</p> <p>A growing appetite towards Data Quality to inform decision-making and practice but hasn't permeated to all levels and areas of work.</p> <p>Staff engagement with DQ is growing with increasing receptivity to its use across the force.</p> <p>The force is prepared to learn from interventions that work and don't work.</p>	<p>Implementation plan created.</p> <p>There is a commitment among staff to the value of Data Quality, but this is not always evident in practice and decision-making.</p> <p>Staff encouraged to adopt an Data Quality based approach and are recognised and rewarded for doing so.</p> <p>Force creates opportunities for experimentation and innovation. Evaluation is valued and encouraged and individuals are recognised for significant contributions in this area.</p> <p>Data is searchable for inclusivity and diversity (e.g. contains the right data to be able to do so</p> <p><b>Expected Position after 2 yrs.</b></p>	<p>DQ embedded at all levels of the organisation and consideration given to risks and benefits of conducting research.</p> <p>Staff at all levels value Data Quality to inform decisions and practice.</p> <p>Across the force staff motivated to actively engage with Data Quality.</p> <p>Learning and innovation drives the organisation; evaluation is routinely used to understand, assess and develop practice.</p>
<p>Staff lack skills and knowledge with regards to Data Quality issues.</p> <p>No capability provided by force for developing skills and knowledge of Data Quality.</p> <p>No time or opportunities for staff to develop Data Quality.</p>	<p>Ability within force to find, appraise and use Data Quality is limited to specific roles.</p> <p>Minimal investment in time and opportunity to develop Data Quality approaches.</p> <p>Most staff are aware but supervisors see DQ as an important part of leadership.</p>	<p>Some staff across varied roles have skills to understand and implement good data quality.</p> <p>Capability for developing skills and knowledge to find, appraise and use Data Quality correctly.</p> <p>Some ad hoc investment in time and opportunity to develop.</p> <p>Capability to use Data Quality improvements but not always applied appropriately</p>	<p>Many, but not all staff have the ability to find, appraise and use Data Quality</p> <p>Established capability for developing skills and knowledge to find, appraise and use Data Quality improvements; mechanisms in place to facilitate this.</p> <p>Purposeful, structured investment in time and opportunities to allow selected staff to develop and adopt Data Quality approaches.</p>	<p>At all levels, staff have the capacity to find, appraise and use Data Quality effectively.</p> <p>Embedded capability across the force to develop the skills necessary to find, appraise and adopt data Quality.</p> <p>Embedded and sustainable investment at all levels for force to adopt and deliver effective Data Quality.</p> <p><b>Expected position after 12 months</b></p>
<p>No process or systems in place to identify and prioritise Data Quality issues.</p> <p>Analysts are limited to using existing force administrative data, resulting in frequent use of proxy measures to assess impact.</p> <p>No identified point of contact accountable for the promotion and development of Data Quality.</p> <p>Force lacks any formal mechanisms to capture and share Data Quality performance metrics.</p> <p>Data Quality is not considered within the force continuing professional development (CPD) procedures</p>	<p>Informal processes only for identifying and prioritising Data Quality Issues.</p> <p>There is pressure to assess impact soon after implementation with limited attention to the sustainability of changes.</p> <p>Force has a small or informal network of individuals championing Data Quality who works in an uncoordinated manner.</p> <p>There is some effort to develop mechanisms to identify and capture Data Quality issues difficult to use, resulting in limited sharing.</p> <p>No formal recognition of Data Quality within the CPD procedures but considered by some individuals.</p>	<p>Processes in place which identify and align Data Quality to force priorities. These are not widely used or actioned.</p> <p>Reasonable time periods (3-6 months is standard) allowed before assessment of impact is made.</p> <p>Central team/department in force promoting Data Quality but may not be widely known.</p> <p>Mechanisms for identifying and capturing Data Quality issues and learning exists but there is limited awareness of these and they are underused.</p> <p>Data Quality considered within CPD processes for specific specialist roles and/or teams</p>	<p>Formal process in place for identifying and prioritising Data Quality evidence gaps and research requirements, that support routine force activity</p> <p>Attention paid to sustainability of changes following impact evaluation; final assessments might take place 12 months later.</p> <p>Coordination of Data Quality extends to force wide with a network of champions as the catalyst for promoting and developing Data Quality.</p> <p>All staff have access to mechanisms for identifying and capturing Data Quality issues and learning but these are not routinely used.</p> <p>Data Quality recognised as key part of constabulary programs.</p>	<p>Process for ensuring Data Quality findings systematically appraised, considered and inform force initiatives.</p> <p>Robust impact evaluations routinely carried out with comparison sites used to allow stronger causal links to be made and changes given enough time to embed before impact tested.</p> <p>Mechanisms exist to enable easy access to a comprehensive range of Data Quality learning which is routinely used, promoted and shared by staff.</p> <p>Data Quality as EBP is integrated into CPD and essential to recruitment and promotion processes.</p> <p><b>Expected position after 12 months</b></p>

# Evidence-Based Policing (EBP) Maturity Model

Strategy

Level 1 - Limited	Level 2 – Initiated	Level 3 – Defined	Level 4 – Developed	Level 5 – Integrated
<p>No real interest in or commitment to Data Quality at a senior level.</p> <p>Little or no financial investment in Data Quality initiatives and activities.</p> <p>Force's strategic vision and aims do not encourage use of Data Quality to inform policy, practice or decision-making; Data Quality happens in isolation to business objectives</p>	<p>Some senior leaders interested in Data Quality.</p> <p>Partial endorsement limits the spread of engagement.</p> <p>Some buy-in to the principle of investing in Data Quality but little financial investment in practice.</p> <p>Data Quality mentioned in strategies but little evidence of use in planning, commissioning or implementation.</p>	<p>Senior leaders support Data Quality and its use but pockets of resistance exist; understanding has not fully permeated the organisation.</p> <p>Some financial resource for Data Quality but is inconsistent and seen as expendable when priorities shift.</p> <p>Discrete Data Quality strategy exists but not directly aligned with other force strategies.</p> <p><b>Expected Position after 6 months</b></p>	<p>Senior leaders promote examples of Data Quality, communicate the benefits and are comfortable appraising and interpreting research evidence.</p> <p>Force has dedicated funding to resource Data Quality across the force.</p> <p>Force's strategy incorporates a shift towards Data Quality which is clearly articulated, and directly supports its organisational goal.</p>	<p>Senior leaders champion Data Quality, providing authority and motivation to staff.</p> <p>They use Data Quality to convince others of the legitimacy and credibility of their approach.</p> <p>Evidence of significant investment in Data Quality; key consideration in budget planning process and clearly aligned to force strategy.</p> <p>Data Quality is integral to force strategy, business planning and commissioning decisions.</p> <p>All staff fully appreciate benefits and application of enhanced Data Quality . It is actively promoted at all levels and influences local plans/tactics.</p> <p>Systems align and ultimately prevent human intervention or error.</p> <p><b>Expected Position after 2 years</b></p>