

**SUBJECT: The Revised Digital Strategy**

**MEETING: AUDIT COMMITTEE**

**DATE: 19<sup>TH</sup> September 2017**

**DIVISION/WARDS AFFECTED: NONE**

**1. PURPOSE:**

1.1 The purpose of this report to introduce the revised Information Strategy

**2. RECOMMENDATIONS:**

2.1 That Members review the Information Strategy to ensure that it is fit for purpose to safeguard the integrity and security of our data while taking-steps towards becoming a truly data-led organisation.

**3. KEY ISSUES:**

3.1 Information is the lifeblood of any organization. Our data is a public asset, informing our decisions and service delivery options as well as providing the information that our staff need throughout their working days to get their jobs done and meet the needs of our communities.

3.2 The Information Strategy (IS) covers a three year period with annual review dates to ensure its currency. The most recent strategy concentrates on information governance and legislation compliance, and it no longer reflects the critical importance of information for operational service delivery, business continuity and as a predictive data intelligence tool.

3.3 With changes in digital capabilities and the ever increasing need for data and evidence to support critical business decisions the strategy has been revised to accommodate the 3 inter-related strands of –

- Digital Information,
- Information Governance and Legislation &
- Data use, Open Data and Business Intelligence.

3.4 This split better reflects the importance of information and data in a digital era, and the potential for it to be used as a business tool with data insights enabling effective decision making and service re-design options.

**4. REASONS:**

4.1 Information is a critical resource of the organisation, and its importance is not reflected in current information strategies, nor is it linked in with other key strategies of the organisation.

4.2 In order to ensure we can respond to a disruption to our digital services and to safeguard our vulnerable children and adults we need accurate, relevant and timely information. This revised strategy seeks to address this gap.

**5. RESOURCE IMPLICATIONS:**

There are no resource implications as a result of this report.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

There are no significant equality impacts as a result of this report, save that proper governance and use of information will ensure that we safeguard vulnerable people from indiscreet sharing of personal data.

The actual impacts from this report's recommendations will be reviewed every **3** years and criteria for monitoring and review will include:

The impacts will be reviewed on the same timeline as the strategy is reviewed i.e. in 3 years.

**7. CONSULTEES: SLT, the Information Governance Group, the Senior Information Risk Owner,**

**8. BACKGROUND PAPERS: None**

**9. AUTHOR: Sian Hayward**

**10. CONTACT DETAILS:**

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<b>Name of the Officer</b> completing the evaluation Sian Hayward  <b>Phone no:</b> 07971893998 <b>E-mail:</b> sianhayward@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b>  A review of the Information strategy, ensuring it is fit for purpose in a digital age and capture the value of predictive data analytics to support decision making and service re-design.
<b>Name of Service</b>  Digital programme Office	<b>Date Future Generations Evaluation</b> form completed  11/08/17

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***




**1. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Information is a resource in itself that's often overlooked in competition with finance and people. In fact it is critical to enable people to work effectively and to predict how we can make services sustainable and deliverable in the future.	As part of the delivery of this strategy we will ensure operational plans exist for each of the 3 strands, to embed the value of information throughout the organisation.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support	Information analytics is essential to be able to predict the future and how we can adapt to the changing environment. Digital data will help with business continuity as well as reduce	Ensure our people are skilled and able to use analytical techniques and to process

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
resilience and can adapt to change (e.g. climate change)	reliance on unsustainable and expensive print media.	information in a sustainable way. This will be part of the delivery plan.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Data analytics can pinpoint areas of focus in the wellbeing activities of MCC.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	In order to be safe and well connected it is critical that information is open, reliable, relevant and timely. Data analytics and predictive tools can also ensure the right decisions are made for community development.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Information isn't just limited to the council itself. It can be used to inform future policies and service re-design in a responsive way across government agencies and businesses globally. The right information at the right time to the right person can assist with being a globally responsible Wales.	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact either positive or negative	
<b>A more equal Wales</b>	No significant impact either in a positive or negative way.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
People can fulfil their potential no matter what their background or circumstances		

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p><small>Long Term</small></p>	<p>We are conscious that the current strategy is not future proof in that it simply concentrates on governance and legislation compliance. However, increasing digitisation has opened up the ability to analyse complex data for future planning and decision making.</p>	
 <p>Working together with other partners to deliver objectives</p> <p><small>Collaboration</small></p>	<p>Information sharing is an element of working with our partners. Ensuring we have safe information sharing protocols at the same time as ensuring the right person has the right information at the right time will assist with partnership working.</p>	
 <p>Involving those with an interest and seeking their views</p> <p><small>Involvement</small></p>	<p>In the first instance our stakeholders are our employees as we will need to work on becoming a data and evidence led authority, upskilling people to recognize the value and usefulness of information and data. Consultation has therefore been with colleagues of MCC. However, our information is useful to other government organisations and businesses who could use it to predict future service re-design and develop new business opportunities. Opening up our data in order for people to self-serve is a driver.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Data analytics will enable us to make effective decisions to prioritise the areas to concentrate on when preventing problems from occurring.</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p>		

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This strategy sets out how information can be used as a resource for operational and decision making. It isn't specifically positive or negative to any of the protected characteristics other than to provide information or where data analytics can help to identify numbers and predict future service options.	This strategy will not impact on any protective characteristics in a negative way.	
Disability	As above	As above	
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	
Pregnancy or maternity	As above	As above	
Race	As above	As above	
Religion or Belief	As above	As above	
Sex	As above	As above	
Sexual Orientation	As above	As above	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	As above	As above	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The security, use and availability of information and data will	There are no negative effects of this strategy upon safeguarding. It is intended to strengthen the security of personal information in relation to vulnerable children and adults, and to share information safely with other organisations to assist with safeguarding.	
Corporate Parenting	No positive or negative impacts specifically on corporate parenting.		

5. What evidence and data has informed the development of your proposal?



The increase of cybercrime and the need for data security is very much recognised throughout the world, and this strategy supports the need for digital security. It is also well documented that in a digital era the amount and speed of information is increasing and we can tap into it with analytical tools to support decision making.

**6. SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

**Positive impacts -**

Recognition that information can help to inform decisions and service re-design options across all areas of sustainability and wellbeing.

**Negative impacts –**

There are no negative impacts other than a failure to embed the value of information across all areas of the organisation.

**7. ACTIONS:** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	
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**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>1.</b>	<i>Cabinet, SLT, audit Committee</i>		