Information Strategy

2017 version 0.5 (unapproved draft)

monmouthshire
sir fynwy

Contents

Version Control

Title	Information Strategy
Purpose	To promote the effective management & use of information, recognising its value as a corporate resource and enabling a data-led organization.
Owner	SIRO
Approved by	Information Governance Group, Digital Programme Office
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Monmouthshire County Council Information Strategy

Information is the lifeblood of any organisation and our data in MCC is also a public asset, informing our decisions and service delivery options as well as getting the day job done.

The overall purpose of our Information Strategy is to ensure that information is recognized as a critical resource alongside money, people and technology. As such, our strategy will balance the need for data integrity and security at the same time as creating the culture and conditions that enables a true data-led organisation.

The Vision

'Right Information, Right Person, Right Purpose, Right Time'

1. The Drivers

There are significant drivers for an effective Information Strategy:

- Compliance with the General Data Protection Regulation
- Fragmented databases with a lack of integration and automation
- Ensuing the Customer Services Strategy is right for the digital age with customer self-service and access to digital information
- The ever-present possibilities of Cyber attacks
- Threats to business continuity from both loss of data and the need for seamless access to information during times of emergency when we are unable to access physical data and buildings – in line with the MCC BCM Policy Statement
- The need to open up and share our information, in accordance with Open Data principles
- The agile and flexible nature of our business means we need to have the right information, right person, right purpose in the right time
- Ensure that we comply with relevant legislation
- Support effective partnership working
- The need for the organization to take evidence and data led decisions

2. The Objectives

- To embed the importance of data as an analytical resource, aiding future service design and delivery.
- To have a data-led organisation, using information to inform evidence based decision making and service configurations
- To maintain the flexibility and mobility of our workforce, with access to information whenever and wherever it's needed
- To ensure evidence based evaluation of the effectiveness of services

- To ensure public accountability
- To secure our valuable data resource at the same time as making it easy for the right person to access the right information at the right time
- To embed the value of information as a key resource alongside money, people, buildings and technology
- To make it easy for our workforce, members, partners, businesses and the public to access information and data that suits their needs
- To adopt clear standards, policies and classifications that ensure the integrity of our data and in accordance with existing and future business continuity initiatives
- To have linked databases along with simple records management retrieval and archiving facilities providing a 'single version of the truth'
- To provide information that can be easily accessed, interrogated, interpreted and presented
- To provide information that supports the local economy and government decision making
- To improve accountability by opening up data

The Governance Arrangements

a) The Information Framework

This strategy will be supported by an organisational framework ensuring that the strands are interconnected and interoperable. The main vehicle for managing the framework is the Information Governance Group.

b) The Information Governance Group

The Information Governance Group will be the main overarching governance vehicle

for the Information Strategy. This group is chaired by the Senior Information Risk Owner (SIRO) who is responsible and accountable for the integrity and security of information. The group will consist of the stakeholders responsible for the 3 main interlocking strands of –

1. Digital Data and Information
2. Information Governance and Legislation
3. Data Use and Intelligence

The Terms of Reference for the IGG group are appended to this report**.**

3. **The 3 Strands**

4.1   **Digital Data and Information**

The Digital Programme Office are responsible for the delivery of the iCounty Strategy, with digital data and information being inextricably linked to its successful implementation.

Effective digital data management is critical for –

- The provision of a mobile and agile workforce, who are able to work within the community across a wide rural area.
- Enabling real time digital information exchange for both service delivery and business continuity.
- Our customers - who expect to interact with the council in the same way they do with the rest of the world via the internet and web based services, and demands for self-service are at an all-time high. We need to ensure the integrity and accuracy of our digital information to enabling customer self-service and Business Intelligence.
- Mitigating the data security risks associated with cybercrime and ensuring business continuity
- The effectiveness and efficiency of the workforce overall, linked with the iCounty and People Strategies to create the right information culture and working practices across the organisation.
- Business continuity, given that information is critical to the operation of the business, and digital information enables the business to keep going in the event of an emergency / disruption to service.

The DPO have an operational plan that includes the effective management of digital data as an integral element. The Digital Programme Office also manage a network of Digital Champions who act as the 'eyes and ears' on the ground and help to embed the right conditions and culture within service areas, working with people to make it

easy to store, retrieve, display and use information.

4.2   Information Governance and Legislation

Our information is such a valuable resource that it is critical to ensure that it is secure and that we operate within clearly defined parameters.

Compliance with information legislation is the responsibility of all information holders, as is the use of good practice. Guidance, oversight and training will be provided by the Customer Relations Team, with policies and processes in place for compliance with:

> Data Protection Act 1998
>
> Freedom of Information Act 2000
>
> Environmental Information Regulations 2004

We are working towards compliance with the General Data Protection Regulation (GDPR) in time for its launch on 25th May 2018.

4.3   Data Use, Open Data and Business Intelligence

Information is a critical resource for our organization. We own and have access to a wealth of datasets. We need to maximize the potential of these to: manage our business; monitor the effectiveness of our services; generate solutions to organizational and societal problems; provide financial and civic value and ensure public accountability.

There are many different ways of classifying the different uses of data

- Descriptive – Basic maths and statistics. This is the day-to-day use of data that most people are familiar with. We can still get a lot better at it, through more timely publication, improved visualisation, more concise and insightful analysis and the identification of actionable insights
- Predictive – Use data analytics to predict events that may happen in future e.g. which children are most at risk of becoming NEET and targeting preventative services at an earlier stage
- Integrated - Combine data sets for a deeper understanding of our population e.g. are there correlations between availability of services and outcomes at a population level such as greater demand for ambulance services away from public transport routes
- Smart – The internet of things means that things like pollution, traffic, litter-bin and water-level sensors can be connected to the internet of things to better understand our place and target services, responses and information

more effectively and improve people's daily experiences.

- Geospatial – This is the analysis of data that can be shown on a map and includes the potential for things like route optimisation and locating staff near likely demand for services
- Open – Opening up datasets to become more transparent and better engaged with communities, including businesses who can develop apps that add civic value. For example, the Spend Network produce an automated analysis that offers real insight for arm-chair auditors of public spending. Open data also has the potential to be used in challenge prizes to get people thinking about solutions to societal problems.

These highlight the potential benefits from improving the organisation's data maturity – how we think about and use data. We are considering how we strengthen our data capacity at a corporate level, which would be intrinsically linked to the Digital Programme Office and the Policy and Performance team to co-ordinate the categorization, classification, analysis and publication of data. This will give us the capacity and capability to maximize the range of opportunities.

4. Opportunities and challenges

4.1 Opportunities

This strategy is something that the organisation as a whole must own and it can't just rest with a single individual. It shouldn't be an operational burden and should deliver organisational benefits and opportunities at every level by:

1) Opening up the ability to share and use our information resource to help the wider community, economy and government agencies to make informed choices and decisions.

2) Reducing our information risks and the likelihood of cyber threat.

3) Rationalise and reducing our storage costs

4) Prompting us to create and maintain an overall information systems architecture that supports the design of customer centric information systems and services.

5) Aiding decision making and service re-design options.

6) Opening up the potential of predictive data use to identify areas where we could be working in a pro-active and preventative way to address issues before they escalate.

7) Exploiting the potential of geo-spatial data to identify correlations and clusters.

8) Exploiting sensor networks and the internet of things to improve efficiency and

increase the availability of data to inform better and real-time decision-making.

9) To increase accessibility, understanding and devolution of data modelling and analytics through an open platform to enable more people to use it.

10) Exploiting the potential of automation and artificial intelligence to enable staff time to be re-prioritised where it can add greatest value, increasing our productivity

11) To add value with the testing of test hypotheses and solving problems

12) Examining the way in which we work to ensure the loss of IT does not cause a major disruption to our services.

4.2 Challenges

There are a number of challenges for the strategy that need to be addressed as part of the operational plan delivery -

1) Raising awareness of the value of data as a resource within a data-centric culture, including Business Intelligence & data-led services.

2) Persuading our colleagues and services that their data is useful to others and should be appropriately classified, categorised and presented for open sharing and analysis enabling effective decision making.

3) Overcoming the challenge of replacing legacy ICT applications and procuring interoperable and integrated ICT systems enabling us to open up and share data sets.

4) Allocating accountability and ownership for every data set to individuals, along with the associated responsibility for maintaining data accuracy and quality as well as publishing the dataset.

5) Implementing and embracing national information management standards and where appropriate developing our own, in order for us to maximize the benefit to the organization.

6) Addressing the skills gap in both data science and digital literacy as well as addressing the lack of understanding of methods and modelling techniques for data use.

7) Overcoming the manual effort required to access datasets from external sources.

8) Being able to continue to run our services following loss of data.

9) Encouraging services to invest to be able to cope with loss of data following an emergency.

5. <u>Delivery</u>

Information is the lifeblood of the organization and as such responsibility of its delivery will be via all service areas. This strategy is inextricably linked to the iCounty strategy and is part of the Business Plan. It is also linked to the People Strategy as part of the cultural drive for a data-led organisation and raising the competencies of the workforce to recognize the value of data and information and protect it as a key resource. It will be delivered through an ongoing programme of work and action plan of specific projects to:

- Provide effective records management and storage/display/retrieval systems
- Dissemination of information and knowledge throughout the organisation and embedding a true data-led organisation.
- Embed Information management principles and practices through training, culture change and effective system design.
- Enabling a data-led organisation, providing opportunities for improving effectiveness and decision making through the use of Business Intelligence and Open Data
- Implement Information Management policies and guidelines based on national standards and classifications.
- Encourage use of existing BCM templates to develop service specific BCM plans

The strategy will be implemented through a targeted action plan that will ensure the delivery of specific and measurable actions to deliver the vision.

6. <u>Review and Monitoring</u>

This is a medium term (3 year) strategy, which is supported by an annual action plan managed by the Information Governance Group. The implementation and success of the strategy will be monitored by the group and reported annually to the Senior Leadership Team with exceptions reports taken more frequently if required.

We will measure the success of the strategy by:

- The level of risks and their mitigation within the information risk register
- The extent to which actions have supported the Councils delivery plans
- Compliance with policies and standards
- Compliance with statutory requirements for information requests. (Percentage of FOI requests and Subject Access request met within statutory timescales)
- Increasing the number of people self-serving requirements for data resulting in a reduction in formal requests under the Freedom of Information Act
- Achievement of statutory accreditation (Public Sector Network accreditation)

- Development of Business Continuity Plans

INFORMATION GOVERNANCE GROUP
Terms of Reference

1. To drive and monitor the implementation of the Council's Information Strategy and Action Plan
2. To implement, monitor and review the suite of information policies and guidelines
3. To keep abreast of new legislation requirements and information governance best practice
4. To encourage workforce behaviour and practices that ensure the integrity of our information via mandatory upskilling and refresher courses covering-
   - Cyber security
   - FOI
   - Information security
   - Publication scheme
   - Business Continuity
   - GDPR
   - The information strategy and associated and guidelines
   - The recording and mitigation of information risks
5. To engender a data-led culture to drive decision making and service design via -
   - Upskilling the workforce to recognize the value of data
   - Providing the right digital storage and retrieval systems to make classification, interrogation and presentation easy
   - Ensuring the collection of the most useful information in a digital format
   - To promote the sharing of information throughout MCC and its' wider communities and businesses
6. To encourage all service areas to develop BCM plans to cover the loss of data following an emergency / disruption

Members of the IGG

SIRO
Performance Monitoring Officer
Head of Digital
Digital Projects Manager
Policy and Performance Manager
Emergency Planning Manager
Social Care Business Transformation Manager

Frequency of Meetings
It is suggested that the Group meets monthly until further notice.

Reporting Lines
The IGG will report to the Senior Information Risk Owner (SIRO)

MCC Officers with Information responsibilities –

Lead responsibility/skill area	Directorate
SIRO	Resources

Data use and Open Data	Enterprise
Digital data and information	Resources
FOI GDPR	Resources
Customer relations, complaints & public information	Resources
Business Continuity	Resources
Communications	Enterprise
Publication Scheme	Chief Executives
Information security and management within that service area	All Directorates