

8. **INFORMATION MANAGEMENT STRATEGY (DJB)**

Purpose of the report

This report seeks member approval for the adoption of the second Information Management Strategy (IMS2) for the 5 year period 2015 – 2010. This strategy builds on and replaces the previous Information management strategy from the period 2008 – 2013.

Key issues

- The organisation's data is not managed to consistent standards of quality, in consistent methods or held in consistent structures. This makes data very difficult to use across the organisation and forces more silo'd ways of working.
- Poor management of information increases the administrative overhead of using that information in such ways as:
 - Preparing information for public consumption becomes an additional administrative task (includes information held in both electronic and paper formats) instead of managing information in an appropriate way to enable appropriate data to be published from source with minimal administrative intervention or in the form of customer self-service mechanisms. This becomes ever more pertinent as more transparency obligations being introduced over time require more and more information to be published.
 - Teams need to act as proxies to provide information to other areas of the business as there is no mechanism for all staff to find out what information the organisation holds (i.e. 1 team may hold data that is relevant to an activity being undertaken by another team, but as they do not know of its existence they do not use that data to enhance the activity being undertaken).
- Poor data management has resulted in large amounts of duplicated information (i.e. 2 teams holding a copy of the same report for their own use). This results in issues for version control and data quality as part of the organisation ends up working from old or out of date versions of information if only one copy is updated (for example Team A are not always aware that team B are holding a copy of their information and team A do not inform team B when an update is made to that information). Storage of duplicated information also increases ICT storage costs.
- Poor data management has resulted in huge uncontrolled growth of data sets, that become unusable due to the sheer volume of data. For example, at the worst point during 2012 the organisation was holding over 56,000 spatial datasets in individual files and in inconsistent structures and locations. Pertinent data for one activity to the next simply becomes 'lost' in this volume of information with no easy way to find the specific information required for a certain activity.
- There is a cultural pattern that means data is very rarely disposed of as part of normal working practice. This issue is compounded by information being difficult to identify and so "to be on the safe side because I'm not sure..." information is retained indefinitely in many cases. This not only increases the organisations costs for the storage of that information but also exacerbates the

problem of pertinent information becoming lost in obscurity if it is 'buried' deep in folder structures with high volumes of other data. For certain information (such as personal data) the organisation has an obligation under the Data Protection Act to dispose of data when its intended use has been fulfilled. Other information should be disposed of when it is no longer of use as part of good practice.

- There is little information held about what data the organisation holds, i.e. the organisation has no register of information in the same way that the organisation holds registers of the other assets.

Recommendations

2.
 1. **That members approve the adoption of IMS2 including the principles, deliverables and methods described within it.**
 2. **That members approve the identification of Information Asset Owners (IAO's) throughout the organisation to provide a management structure for the Senior Information Risk Owner (SIRO) to fulfil the duties of that role.**

How does this contribute to our policies and legal obligations?

3. Appropriately managed information to quality standards that are fit for purpose is essential to achieving the 2015/16 business plan focus of building a solid foundation for the organisation.
In addition, implementation of this strategy will fulfil the Information Commission Office recommendations from the previous two information Management internal audits as well increasing the control of information to ensure compliance with relevant legislative obligations (dependent on particular type of data in question)

Background

4. IMS1 (2008 – 2013) provided a stable foundation, and tested the principles on a practical level. IMS2 now needs to build on that foundation to deliver the vision in a much more holistic way across the organisation.
5. An ICO recommendation is for the appointment of a SIRO role and IAO's throughout the organisation to provide a structure to allow information to be appropriately and securely managed, thereby creating a mechanism for the organisation to appropriately manage the risks associated with the information that it holds and uses.
6. The public demand for greater transparency from local government organisations supported by increasing legislative obligations has created a greater demand to service requests for information or to publish openly. Implementation of IMS2 will allow this increasing workload to be streamlined and allow a greater level of self-service through web based applications.

Proposals

7. The strategy outlines 6 principles of information management pertinent to this organisation.
8. The strategy also outlines 6 broad areas of delivery (Governance, Data Management, information asset owners, skills/training, ways of working and infrastructure and business systems). More detailed implementation action planning will be needed following the adoption of this strategy to provide the detail required to shift current data management practices to those described in the strategy (this would need to be specific to the individual cases and types of data held throughout the organisation), involving staff and managers.

Are there any corporate implications members should be concerned about?

9. **Financial:**
The strategy does not include any direct costs, but does aim to strengthen the control and justification processes for any purchases for business systems and aims to increase the utilisation of existing business systems to increase the value for money realised from those systems. Removal of duplication of information will also reduce ICT costs in the storage of that information as well as the costs for the backup and disaster recovery provisions for that information.
10. **Risk Management:**
Implementation of this strategy aims to increase the security and control of the organisations information reducing the risk of data breaches or loss of information on a permanent basis (i.e. as levels of backup and disaster recovery provisions are dependent upon the storage method, management level and format of the information in question). The strategy also aims to provide a management structure to ensure that information is maintained in accordance with legislative controls (such as the DPA).
11. **Sustainability:**
Through the implementation of this strategy the organisation will move to a sustainable model for information management allowing that information to be realised as an asset and utilised to greater effectiveness.
12. **HR**
Through the implementation of this strategy information asset owners will be identified throughout the organisation. This may have an impact on job descriptions if the additional responsibilities of this role are too far removed from existing job descriptions.
13. **Background papers** (not previously published)
None

Appendices

Appendix 1: Information Management Strategy 2 (IMS2)

Report Author, Job Title and Publication Date

Darren Butler, Head of Information Management, 9 July 2015