Information and Data Management Strategy

Supporting data driven service improvement and innovation

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. Gweler y dudalen Gymraeg ar ein gwefan. This document is also available in Welsh. See Welsh page on our website.

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COUNTY COUNCIL

Document Information

Policy: Information and Data Management Strategy

Owner: Information Governance Manager

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Related Documents

Digital Flintshire: https://www.flintshire.gov.uk/en/ PDFFiles/Your-Council/Digital-Flintshire-English.pdf
North East Wales Archives (Flintshire and Denbighshire): https://www.newa.wales
Data Protection and Freedom of Information: https://flintshire.gov.uk/en/Residents/Data-Protection-and-Freedom-of-Information/Home.aspx

REVISION HISTORY

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V1			

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Table of Contents

Introduction

Information and data are increasingly recognised as a key asset in every organisation. Good information and data management will help drive innovation, at the same time being able to demonstrate that information and data is collected, stored, used, and shared responsibly, is key to building and maintaining trust with customers across Flintshire.

Advancements in technology present opportunities to use information and data to join up and streamline services, make them more efficient and intuitive, and improve the overall customer experience. Good information and data management can also provide insight to help us to offer better services that are more responsive and tailored to the individual needs of customers across Flintshire.

Information & Data Management is a key theme in our Digital Flintshire strategy. Priorities identified in that document focus on the creation of a secure infrastructure, underpinned by clear systems and policies which would allow us to demonstrate compliance with legislative requirements.

Good progress has been made to begin using our information and systems in a way that delivers practical improvements for our customers. These include the implementation of a digital end-to-end joined up and streamlined application and payment process for Childcare Vouchers; work to support our more vulnerable customers during the COVID crisis, and significant progress to provide a standardised, single source of address data, which underpins and facilitates many of our services.

In this strategy, we look to build on that framework and set out a roadmap which supports a data-driven approach to the ongoing modernisation and improvement of services.

Fundamentally, we recognise that the legislative framework within which information and data must be held and managed is at times complex and varied. This must not be seen as a barrier to development of innovative and efficient services but should promote the responsible and imaginative use of data.

Alongside this, there is an increasing shift in policy and approach across the public sector to join up services and use data innovatively to provide customers with a better end-to-end experience. At the same time, customers are increasingly expecting to be able to access services and information online, at any time and from anywhere. This Information and Data Management strategy for 2021-2026 will be a core factor in achieving that successfully.

We recognise that while the Covid 19 pandemic was challenging and devastating for many, it necessitated an immediate adjustment to ways of working across the public and third sectors. This greatly accelerated a shift to digital services and prompted the sharing of information and data between partners to unprecedented levels, to ensure that support could be provided for those most in need. We are keen to maintain the momentum gained during this period and learn from and build upon the progress made.

Advancements in technology present opportunities to use information and data to join up and streamline services, make them more efficient and intuitive, and improve the overall customer experience

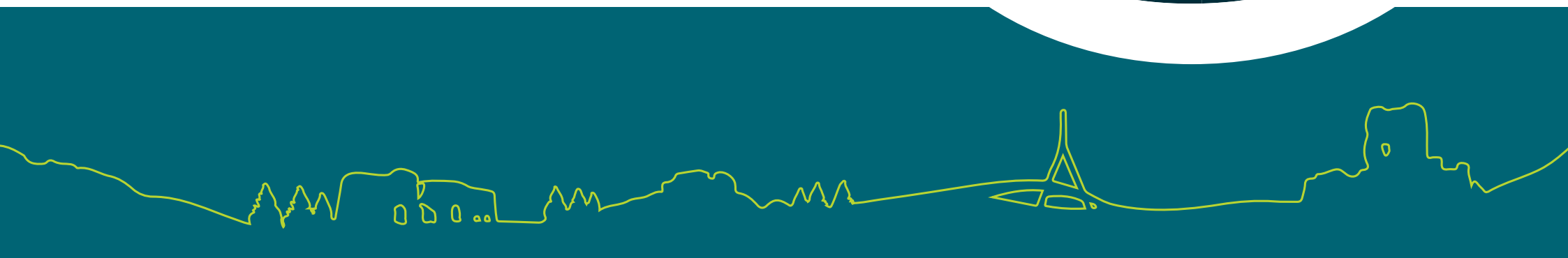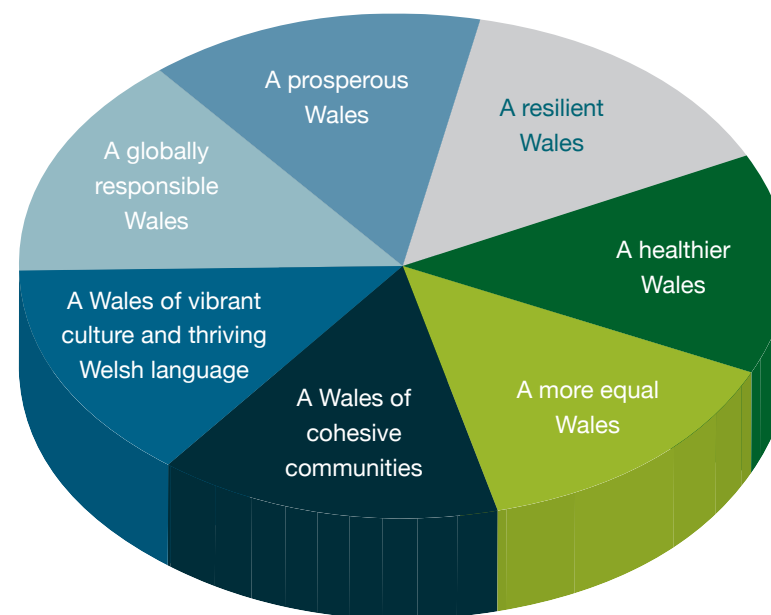# Supporting Our Legal Responsibilities & Other Strategies

It is essential that the work we do and the improvements we plan are aligned appropriately to the strategic direction set nationally, regionally, and locally, and that the legislative framework is not seen to constrain innovation but to add a layer of protection to ensure information and data is used responsibility and fairly.

There is a complex statutory framework of legislation which has evolved over many years and includes but is not limited to:

- Data Protection Legislation.
- Freedom of Information Act 2000.
- Environmental Information Regulations 2004.
- Re-use of Public Sector Information Regulations 2015.
- Regulation of Investigatory Powers Act 2016.
- Digital Economy Act 2017.

We will work with legislation to ensure that we have an appropriate security framework and controls in place to hold and manage information and data securely.

We will also identify and consider links with other key pieces of legislation, such as the Well-being of Future Generations (Wales) Act 2015. This is the first piece of legislation in the world to enact a responsibility for the existing generation to make decisions in a sustainable way which seeks to secure growth and quality of life for future generations. Its seven Well-being Goals (Figure 1 below) will shape the design and delivery of services in the future, with actions within this strategy supporting the ongoing improvement of services in the spirit of the Act.

A prosperous Wales

A resilient Wales

A globally responsible Wales

A healthier Wales

A Wales of vibrant culture and thriving Welsh language

A more equal Wales

A Wales of cohesive communities

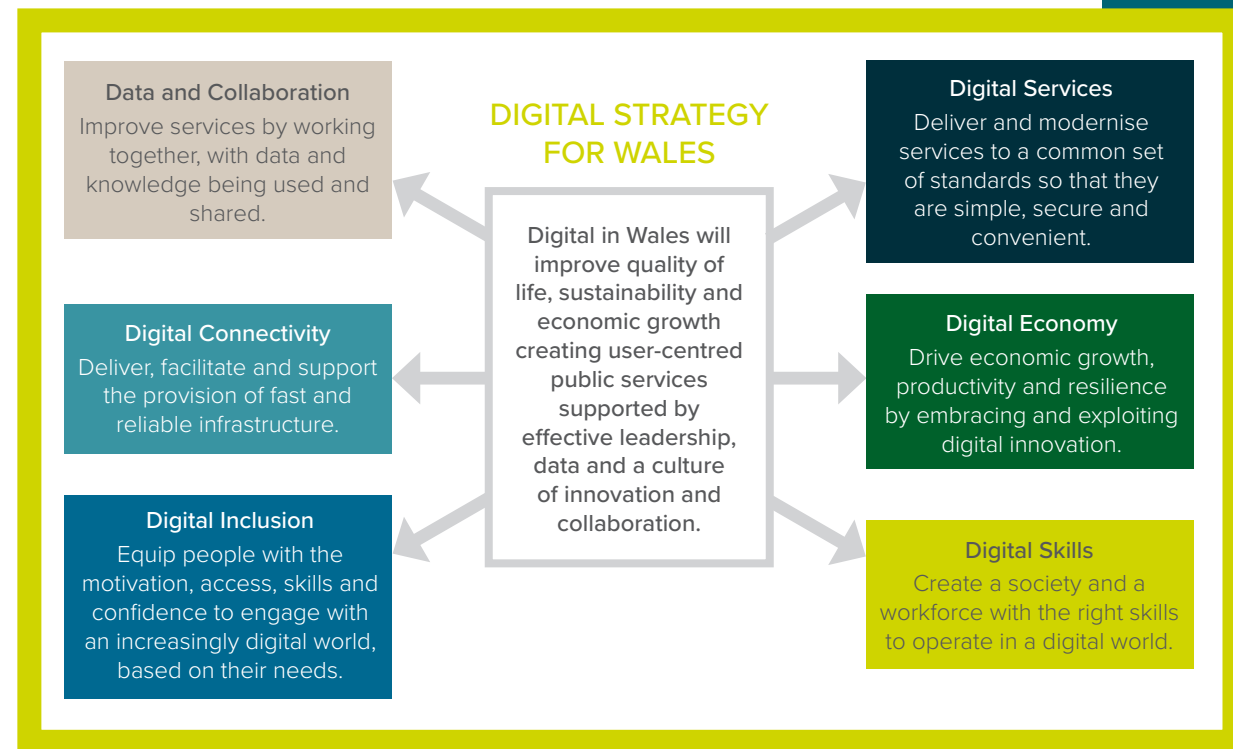# Supporting Our Legal Responsibilities & Other Strategies

We are also keen to link into the growing body of good practice that is developing across the Welsh public sector and beyond, learning from their experiences.

We want to link into and draw experience from others, ensuring that our approach is aligned to the Welsh Government's Digital Strategy for Wales (Figure 2 below).

The overarching vision for that strategy focuses on the impact that investment in digital technologies can have in terms of quality of life and economic growth, not on the provision of IT and technology.

There are six key missions designed to support development and delivery of an enabling architecture to make it work effectively, and a range of practical objectives to tackle inequality and support all customers in Wales to get online with confidence and access good quality, joined-up public services. Mission 6, "Data and Collaboration", aims to support service improvement through working together with information, data and knowledge being used and shared. The focus is on impact and outcomes which is a fundamental approach that we want to replicate as we implement this strategy.

As we review and evaluate the success of our Information and Data Management strategy in the period 2021-2026, it will be judged and evaluated based on the impact it is having and the outcomes it achieves.

Data and Collaboration
Improve services by working together, with data and knowledge being used and shared.

DIGITAL STRATEGY FOR WALES

Digital Services
Deliver and modernise services to a common set of standards so that they are simple, secure and convenient.

Digital in Wales will improve quality of life, sustainability and economic growth creating user-centred public services supported by effective leadership, data and a culture of innovation and collaboration.

Digital Connectivity
Deliver, facilitate and support the provision of fast and reliable infrastructure.

Digital Economy
Drive economic growth, productivity and resilience by embracing and exploiting digital innovation.

Digital Inclusion
Equip people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs.

Digital Skills
Create a society and a workforce with the right skills to operate in a digital world.

The Vision

We want to re-position the perception and role of information and data across the organisation, recognising it is a key corporate resource and asset that can support us in improving services and the outcomes for our customers and employees. We must ensure that it is not seen as an IT resource but that with wider ownership, working together and with our partners, we will be able to achieve the following outcomes:

Legislative and Regulatory Compliance

- We are confident that our information and data is held securely, with robust retention and disposal procedures in place for both physical and digital records.
- We can demonstrate that we have a clear framework for the re-use and sharing of information and data between our services and with our partners, which is appropriately communicated to customers.
- We have resources and systems in place to enable us to respond effectively to requests for access to information.
- We maintain high standards, with accreditation evidencing the robustness of our approach.

Efficiency and Value for Money

- We are making progress to remove duplication of effort and avoid the re-keying of data and reducing the associated burden of storage and management.
- We are making progress to join-up services and share and re-use information and data appropriately, both internally and with our partners, to the benefit of customers.

Customer Outcomes

- Our services are intuitive and easy to access in Welsh and English.
- Is it easy to find information about themselves or the council when required?
- Customers can increasingly self-serve digitally.
- Our services are working together smartly to share and re-use information and data appropriately to achieve better outcomes for customers.

"It is a key corporate resource and an asset that can support us in improving services and the outcomes for our customers and employees"

If we get it right what will it look like?

When information and data is well managed and recognised as a key corporate asset, it can deliver a range of benefits for customers, employees and the council and its partners more widely:

> *"Data and information will be used effectively to deliver good quality services"*

Customers	Employees	Council Services
• Information and data is accurate, reliable, and accessible. • When help is needed from the council, information is easy and intuitive to find. • Increasingly, services and support are accessible digitally at a time that suits the customer. • When services or support are requested, the response is prompt and effective and services work well together. • There will be increased confidence that customer information is secure and being used appropriately. • Decisions made that affect the customer will be transparent with increased accountability.	• The information employees need to do their job effectively is readily accessible. • Improved access to the data will support better decision and improved outcomes for our customers. • Services will work more effectively and confidently in collaboration with other services and partners. • Information and data is re-used and shared more effectively, duplication is reduced, and services are more efficient. • There is a clear understanding of responsibilities relating to the collection, storage, sharing, disposal and historical preservation of data. • There will be an increased confidence in the compliance with legal responsibilities.	• Will be responsive to changing customer expectations around access to services digitally. • Data and information will be used effectively to deliver good quality services. • Duplication will be identified and reduced to increase value for money. • We can demonstrate that information and data is held securely and used responsibly, in accordance with the law. • We are increasingly transparent in the way we design and run services and allow ourselves to be held to account. • Accurate, compliant, and up to date information will support decisions we make around future priorities, policies and service design and delivery. • We are securing and holding information and data for the benefit of future generations. • We can work more effectively with our partners to deliver a more 'joined up' approach to deliver improved outcomes for customers.

Delivering the Strategy

> *"We recognise that the associated activities will take time and have therefore set a realistic and incremental roadmap for change"*

The Strategy is deliberately ambitious, and we recognise that the associated activities will take time and have therefore set a realistic and incremental roadmap for change. The planned pace of delivery will be aligned to the capacity available within the organisation to support this work, also recognising the need to support employees in a cultural shift towards the concept of information as a customer-driven corporate asset.

When we are developing and delivering activities as part of this Strategy, we will adopt the following principles:
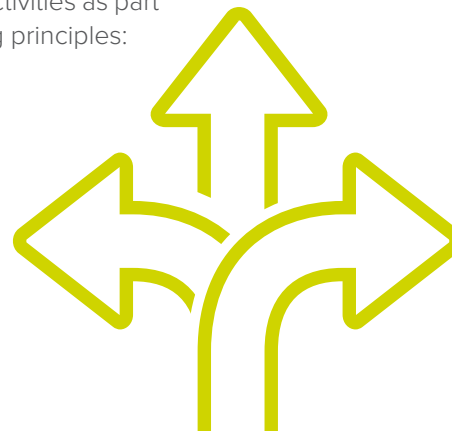
- Support innovation.
- Collect once, use many times.
- Privacy by design.
- Be transparent and fair.
- Be safe and secure.
- Collaborate where possible.

Resource Planning to Support Delivery

We have developed a detailed action plan to accompany the Strategy which is based around 4 workstreams.

1. **Strategic Framework.**
2. **Technology and Systems.**
3. **Awareness and Skills.**
4. **New Ways of Working.**

Within each workstream there will be activities ranging from those which are relatively quick and easy to achieve to those which are currently aspirational but which we would not want to lose sight of. There will also be activities that will run through the life of the Strategy, particularly around compliance, which reflect a business-as-usual type activity, but which need to be recognised as essential foundations for effective Information and Data Management.

Delivery of this strategy is recognised as a key priority for the organisation, but we need to accommodate its delivery within our finite resources and aligned to a range of parallel and competing priorities. Accordingly, specific timescales for objectives defined within the action plan will be managed through the business planning process. This will require decisions to be made about short-term priorities, recognising that some elements of the action plan will extend beyond the 2021-2026 period of the strategy.

1. Strategic Framework

Principles:

- Clearly understand corporate roles and responsibilities relating to Information and Data Management.
- Clearly understand the information and data we hold and its value to the organisation.
- Provide assurance that information security is effectively managed.
- Operate effectively and transparently within the appropriate legal frameworks.
- Make our information and data available when and where it is needed.
- Ensure our information and data is standardised to facilitate sharing and reuse.

No.	Action
1	Identify relevant employees across the organisation who undertake an information management role and clearly define their roles and responsibilities.
2	Have a clear understanding of what our Information and Data Assets are, where they are held, and who is responsible for them.
3	Understand how and where data is gathered currently across council services; including where data is duplicated and where there are gaps.
4	Undertake and retain required and relevant security accreditations which will provide assurance to Elected Members and customers of Flintshire that good practice approaches underpin corporate Information and data management.
5	Ensure that the council is meeting its legal obligations in relation to relevant Information Management Legislation (e.g., GDPR, FOI, EIR etc.).
6	licies and procedures that meet both legislative and strategic requirements.
7	Clarify the framework for information and data sharing across the organisation and its partners to support employees to feel more confident to use information proactively and appropriately to improve services and outcomes for customers and customers
8	Continue to develop the councils approach to standardisation of address data to facilitate a 'single view' of a property.
9	Develop the councils approach to standardisation of customer data to facilitate a 'single view' of a customer'.
10	Better understand the flow of information and data across the organisation to allow us to identify duplication and share and re-use it more effectively.

> *"We will treat information and data as a key corporate asset to support improved decision making and best use of resources"*

2. Technology and Systems

Principles:
- We will embrace new and emerging technologies.
- Ensure that our systems and services are secure by design.
- Ensure that our systems and information are accessible.
- We will design safe, secure and useful ways of sharing information.
- Develop and deliver solutions that meet agreed standards.

> *"We will deliver better, seamless, services with improved outcomes due to information and data being used effectively and innovatively."*

No.	Action
1	Review in-house system development standards to ensure that enhancements support better information and data management in future, including open standards which facilitate the sharing of information and data between systems, across services and with our partners.
2	Work with our suppliers to ensure that their systems support our vision and meet our required standards to enable secure, compliant, and effective integration and information sharing capabilities.
3	Continue to develop systems that support a standardised and 'single view' approach for both our property and people-based data.
4	Clarify how the organisation plans to manage a hybrid infrastructure between the cloud and on premise, from a data and information management perspective.
5	Ensure we apply solid record management principles to our physical and digital information throughout the full lifecycle of creation to destruction.
6	Implement technologies to support effective management and reporting of digital information and data (e.g., MS SharePoint. MS Power BI).

3. Awareness and Skills

Principles:

All employees will have appropriate training in the following areas:

- Cyber Security.
- Information Compliance.
- Specific roles-based system training.
- Employees will have a clear understanding of how long we should hold information and data, and how we should dispose or preserve it when it no longer has a business use.
- Employees will have confidence in appropriately sharing information with other services and partners.

"People and organisations will have full confidence that their information and data is being treated responsibly, securely and ethically, in line with appropriate Information and Records Management legislation and by following industry best practice around Information Management and Security"

No.	Action
1	Continue the conversation with key employees across the organisation around information and data as a key enabler of effective service delivery. Support this with mandatory Data Protection and cyber security training for all employees, tailored to the detail and complexity required by role.
2	Increase awareness across the organisation of the process flow for the archiving and preservation of both physical and digital records.
3	Enhance our ability to provide practical support and advice to managers across the organisation to encourage them to be confident in their use of data to improve the quality and impact of the services they deliver.
4	Continue to work with partners to maintain a proactive and best practice approach to securing our information and data.

4. New Ways of Working

Principles:
- Be open in listening to others and learning from their experiences.
- Operate within a culture that encourages innovation and celebrates success.
- Redesign services around outcomes and not existing structures and information silos.
- Work with partners to develop 'end to end' services with the focus on the customer.
- We will adopt 'Tell us Once' principles to limit the number of times customers need to provide us with the same information.

No.	Action
1	Build on the experience and momentum gained during the Covid pandemic, with both the Test, Trace and Protect partnership and the experience of identifying and supporting customers who were shielding to identify opportunities for extension and/or replication.
2	Link to the North Wales regional project to review digital archiving and preservation; and review and define processes for the archiving of physical and digital records. Significantly, this will review the ways in which new forms of media are incorporated into archiving processes and procedures to ensure that data preserved in future continues to be an accurate and rich reflection of society in our time.
3	Build a 'Tell Us Once' service to proactively share information with services and partners where we can and where it is of benefit to our customers to do so.
4	Work with partners to share our information and data as a means of developing a more joined up approach to service delivery. In doing so we will share experiences across the council and ensure we learn from them in further developments.

"We can improve the services provided to customers by working together and ensuring that our information and data is used effectively well organised, protected and gets to where it needs to go"

Governance

Information and Data Management is a key workstream in the councils Digital Strategy and as such, there will be a requirement to report on the progress against the delivery of this Strategy to the Digital Strategy Board.

The Digital Strategy Board will be responsible for:

- Approving and prioritising any bids for resources to deliver actions which support the delivery of this Strategy following submission of a business case.
- The Digital Strategy Board will utilise a set of defined criteria for assessing and prioritising business cases ensuring that these are aligned with the Council's Digital Strategy priorities and ambitions.

The Information and Data Management Board is responsible for:

- Overseeing and ensuring the effective delivery of this Strategy.
- Reporting progress to the Digital Strategy Board.
- Monitoring and reporting compliance against associated corporate performance targets.
- Identifying and managing associated issues and risks, escalating them to the Digital Strategy Board where required.
- Ongoing review of the Strategy to ensure it is still relevant and reflects the changing requirements of the council and its customers.

Delivery
- The Board is made up of representatives from all areas of the organisation.
- Board members will be responsible for promoting the aims, objectives, and progress of the Strategy within their own service area.
- Board members will be responsible for ensuring that any associated activity within their own service area is achieved.

"Information and Data Management is a key workstream in the councils Digital Strategy"