Overview and Scrutiny Committee

St Edmundsbury
BOROUGH COUNCIL

Title of Report:	**West Suffolk Information Framework – Report from the Joint Task and Finish Group**	
Report No:	**OAS/SE/18/008**	
Dates:	**Overview and Scrutiny Committee**	7 March 2018
	Cabinet	27 March 2018
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Purpose of report:	To review the work of the Overview and Scrutiny Joint Task and Finish Groups work on a proposed West Suffolk Information Framework.	
Recommendation:	**Overview and Scrutiny Committee:** 1) <u>**Note**</u> **the work of the Joint Task and Finish Group.** 2) **Recommend to Cabinet the** <u>**approval**</u> **of the draft West Suffolk Information Framework, attached as Appendix A.**	
Key Decision: *(Check the appropriate box and delete all those that **do not** apply.)*	*Is this a Key Decision and, if so, under which definition?* Yes, it is a Key Decision - ☐ No, it is not a Key Decision - ☒	
Consultation:		• Discussion by Overview and Scrutiny Committee provides an important input into the draft document as a whole. The actions from the framework have arisen as a result of ongoing engagement by Councillors and officers.

Alternative option(s):	• It is not compulsory for councils to have an Information Framework in place, however, this can result in a lack of direction and outcomes that councillors and staff are working towards.

Implications:

*Are there any **financial** implications? If yes, please give details*	Yes ☐ No ☒ • The Framework represents a high level direction of travel and there are no specific financial implications as a result of the acceptance of this framework.
*Are there any **staffing** implications? If yes, please give details*	Yes ☐ No ☒ • Staff skills and capacity will continue to be reviewed in line with service demands and individual business cases that come forward from the actions contained within this report
*Are there any **ICT** implications? If yes, please give details*	Yes ☐ No ☒ • The Information Framework is a Statement of Intent for data and information usage. In itself – there are no ICT implications. However as further business cases develop and following the development of the ICT Strategy, implications for ICT will become clearer.
*Are there any **legal and/or policy** implications? If yes, please give details*	Yes ☐ No ☒ • Existing legal and policy arrangements will stay as is.
*Are there any **equality** implications? If yes, please give details*	Yes ☒ No ☐ • The Information Framework seeks to use data and information in a way that improves accessibility of information. However the Framework also recognises the needs of those less able to access technology and therefore recognises the need to be inclusive and to protect and enhance our current communication channels. Any implications therefore are expected to be positive and inclusive.

Risk/opportunity assessment:	*(potential hazards or opportunities affecting corporate, service or project objectives)*

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Lack of buy in to the approach or benefits	Medium	Communications plan to deliver emphasising benefits – plus tight controls on delivery of related projects will help develop trust and confidence that framework is delivering value.	Low
Lack of support outside of West Suffolk to achieve aims and objectives	Medium	Effective stakeholder management will help alleviate risks	Low

Over ambitious expectations	Medium	Effective scoping and risk analysis throughout project lifecycle	Low
Potential of additional Data Sharing constraints due to GDPR nervousness	Medium	Ensure communications are accurate and approaches are risk based. Promote GDPR as an opportunity rather than a threat. Learn from best practice and case studies elsewhere.	Low

Ward(s) affected:	All
Background papers: *(all background papers are to be published on the website and a link included)*	West Suffolk Strategic Plan 2018-2020 https://www.westsuffolk.gov.uk/Council/Policies_Strategies_and_Plans/upload/StrategicFramework2018-20.pdf
Documents attached:	**Appendix A** - West Suffolk Information Framework

1. Key issues and reasons for recommendation(s)

1.1 The Councils have **access to a wealth of data and information currently fragmented across systems and services.** The Information Framework (and associated ICT Strategy – to be developed) proposes a revised approach to our use of data (and data from our partners) to help develop and improve decision making, and improve services.

1.2 The proposed purpose of the Information Strategy (as referenced at the Overview and Scrutiny Committee -19/04/2017) is **to seek to recognise the strategic value of information to the Counci**l and will promote and facilitate good information management practice, based on:

- a set of underlying data sharing principles;
- seeking to define how we use information currently;
- how we should be using information in the future;
- how this can deliver key outcomes to both our staff,
- our operations and our customers/consumers ; and
- describing where technology can help facilitate this.

1.3 To help facilitate this, at Overview and Scrutiny Committee (19/4/2017) it was recommended that a **West Suffolk Information Framework Joint Task and Finish Group** be set up to scrutinise and shape the development of an Information Strategy for West Suffolk Councils'.

1.4 This group included **2 Members** from both **Forest Heath District Council** (Brian Harvey and Simon Cole) and **2 Members** from **St Edmundsbury Borough Council** (John Burns and Clive Springett) – with other Members co-opted in as and when needed to provide a 'peer review' role in shaping the development of this document (see OAS/SE/17/015 for further information.)

1.5 **The Joint Task and Finish group met on 4 occasions** (28/7/17, 22/8/17, 19/10/17 and 11/1/18) to discuss and progress the document – providing a valuable steer as regards shaping the vision, the principles and the development of the Draft Information Framework, attached as **Appendix A**, to the wider Overview and Scrutiny Committee.

1.6 Note: It was recognised early on in the process that the **document should become a Framework rather than a Strategy** (reflecting the focus on Data and Information, and our Vision and Objectives regarding its usage) and that a subsequent ICT Strategy would focus on the delivery of the Technology Architecture to support the Framework.

1.7 The report seeks the **Overview and Scrutiny Committee's input into the draft West Suffolk Information Framework** following the work of the Joint Task and Finish Group. **The framework is a first for West Suffolk Councils'**, and represents a **revised approach to data and the way we use it.**

1.8 The framework provides a **high level summary of our current position,** and proposes an **approach that seeks to maximise our data assets through aligning data across West Suffolk Councils' (and its partners)** to improve the services provided across the Councils'.

1.9 **Our vision** is to use **information to its maximum potential in West Suffolk**, in order to **improve services and create better outcomes** for our residents, customers, visitors, businesses, partners and communities.

Our key principles are:

- To understand our Data as an asset – improving our information asset management;
- To improve the quality and security of our information assets;
- To use data and intelligence to support decision-making;
- To digitize our information systems that support service delivery;
- To support integrated working between partners (providing 'joined up' information around the individual / resident / business);
- To positively encourage Customer access and transactions – through a digital by design approach (whilst continuing to support our less able residents and service users);
- To encouraging greater staff and councillor engagement with our information systems (through improved design);
- To present our information effectively (in a way that supports 'transparency')

(Note: This also recognises our obligations regarding Data Protection Act and the new General Data Protection Regulation – in fact, our GDPR plan is also helping to identify some key data sources, therefore GDPR has had/will continue to have a positive impact on this activity.)

2. ***This framework is not comprehensive –*** *however it provides a direction of travel/statement of intent for West Suffolk Councils'.*

2.1 **The aim** of the Framework document is to **provide councillors, staff, partners and interested members of the public with an overview of the councils' direction of travel and its intent as regards data and information,** and is not therefore a delivery document. The content is therefore necessarily high-level and focused on principles and approaches, with the detail and business as usual activities being fleshed out in individual plans, strategies and service-specific business plans. It is also acknowledged that we will need to engage with our Parish Councils in some aspects of this work – recognising their importance in the process.

3.

As this is a Framework – there is no explicit end date – *a proposed action/activity plans has been included at the end of this document.*

3.1

This represents a proposed way of working, therefore should not be seen as a Delivery document. It is however likely that this need to change over time according to Council priorities and to keep pace of change. **It does however provides high level principles regarding what we are aiming to achieve.** Projects that are developed based on these key principles will however be subject to robust business cases and follow the governance approach already in place.

4.

West Suffolk's contribution is part of the picture – *success of the Framework necessitates wider engagement.*

4.1

The document references **stronger links to our colleagues across Suffolk**, which include NHS and any other key 'data stakeholder' that can have a positive impact on delivery of data driven outcomes. There is also **reference to other data sharing projects underway within Suffolk that could provide proof of concepts for sharing of data and information**. Similarly, there is a growing evidence base of Best Practice from many other Public Sector partners that we can make use of to help reduce risks and avoid duplication of effort. This is however a constantly changing environment, with new tools (and risks) surfacing regularly – therefore monitoring and exploring other local and national initiatives

will help ensure we remain forward looking and can take a pragmatic approach to data and information usage (whilst continuing to manage, protect and secure what we have already.)

For this reason, **the framework** also seeks to **reflect and support approaches adopted within SCC and wider**, across the County – to ensure that we are aligned and make best use of these strong partnership links. NB to clarify, references to data includes both structured and unstructured data – recognising that there are some excellent data analysis tools now available that can gain value from a wide range of data sources.

5. *Information is a valuable asset (however, greater reliance also represents data as a potential increasing risk)*

5.1 The document recognises that **our data will have much greater value than ever before**. Smart technologies are turning data into usable information for a multitude of purposes. **However this use needs to be controlled and managed – and we need to continue to emphasis our data guardianship role for our data users**, residents, staff, partners and Councillors – therefore opportunities to repurpose data need to be done carefully - **ensuring our obligations around the new Data Protection and General Data Protection Regulation (GDPR) are met**.

5.2 Of note too is that there **are risks of 'dirty data'** – data that is of poor quality/inaccurate that cannot be used effectively. Data cleansing / validation therefore needs to be assessed, and similarly, from a security perspective - **we need to continue to adopt a robust approach to combat cyber security risks and risks of data loss/corruption etc.** – therefore for each new data sharing opportunity, there will be additional risks that need to be considered. However these challenges are similar across all of our partners within Suffolk, therefore these will continue to be addressed through existing cross working arrangements.

6. *This document sets out the direction of travel for data – it is however the ICT Strategy that will propose a Technology approach and architecture to support the Information Framework.*

6.1 As shown on the first page of the document **– Information Framework and ICT Strategy are there to support and underpin as a way of working, the Strategic Priorities – 2018-2020.** Therefore any new projects will not be done in isolation, and will be assessed to ensure that overarching strategic aims are met (and is mindful of the management and delivery of a significant 'business and usual' function for the Councils'.) **The ICT Strategy will provide the 'how' of the Information Framework**, and recognises the significant legacy investments and will **propose a step by step approach** to achieve a more agile technology infrastructure to support the future aspirations of the Councils'.

7. *Moving to a data driven approach is a cultural issue too*

7.1 Becoming more of a data driven organisation is a cultural change issue too – requiring **a breaking down of silos and greater recognition of data as an asset across all of our services, and those of our partners**. This will therefore take time and effort, however we have 2 key pilot projects that can help us with proof of concepts – helping to show the value of becoming a data driven organisation. These are the Customer Services Customer Relationship Management system project and a new cross Suffolk multi agency community focussed project – both looking at different ways to extract more value from the data we have available to us proceed and develop newer, more effective and

efficient ways of working, and to demonstrate across the organisation the value **of an approach that is more driven by data than technology**, as it's the technology that enables the data.

7.2   The organisation needs to recognise that **all of our services are data driven activities currently** and we should look to build on owned and shared data with external sources/partners. This will require a **communication and education process to help drive a cultural shift** to deliver to the aims of the Information Framework – and helping to define our relationships between data and the business context in which we operate. Again this filters into the Cultural Change process around awareness and opportunities that our data can provide.

8.   *The Framework is at a High Level at present – there will be a number of delivery activities that this will support – however this does provide the overarching vision and principles for those delivery activities.*

8.1   It is recognised that this is a significant project with significant benefits, and will take some time to realise – this Framework however is **our first step on our journey**. Knowing what data we have available across the region (and how reliable this is) will help shape more detailed next steps, and determine next decisions. This is therefore the start of a journey, with much more detail to come **following a data audit and data mapping exercise**. This, alongside **key pilot projects** will then allow us **to identify priority areas** that can **deliver real outcomes** for next stage data sharing projects to focus on. This in turn will help (on a case by case basis) to identify any additional budget needed to achieve outcomes, with individual business cases to be reviewed by the ICT Programme Board)

9.

The document will be designed and formatted before publication

9.1
        The document will be proof-read, formatted and designed, including the addition of photographs where applicable, in advance of publication.

10.   Next steps

10.1   Overview and Scrutiny Committee's **consideration and recommendation of the Draft Information Framework** is welcomed.

10.2   The draft Information Framework is then **due to be considered by both councils' Cabinets.** Subject to agreement being reached, the framework would then be published.

10.3   **Proposed Action Plan**. Although the Framework itself isn't a delivery document – there are **a number of activities underway/already complete** that are **helping to understand where data can add greater value** – further information will follow following a data audit/data mapping exercise, and a **delivery plan will be included within the supporting ICT Strategy to follow**. Further detail on likely sequencing of initial preparation work packages follows on next page.

Activity	Description	Resource Need	Duration	Start	Finish
STAGE 1 Create Data baseline	Complete ICT Contracts Management activity and review Information Asset register to build baseline Work with BPs to refresh Applications Map/datamap, workshop with SMs to identify and confirm 'hard' data - and data that leaves/enters WSC (develop data map), present findings to SMT/LT and inform Task & Finish Group of outcomes.	Internal resource (ICT + all Services)	3 Months	Mar 18	May 18
	CHANGE PROGRAMME : Develop org comms plan + Stakeholder Management Plan, and plan Service Specific workshops to explain and develop support for the process, plus explore training/skills needs for internal staff regarding Data Usage/Sharing protocols and value of data to support decision making. Explore training/skills needs for internal staff regarding wider Data use/Data Sharing and ability to repurpose data.	Internal ICT, plus Data Protection Officer GDPR lead HR (with advice from external parties where needed)	3 month	Apr 18	Jun 18
[Publish revised ICT Strategy/Digital Strategy for West Suffolk]	Provision of a Technical Roadmap/Digital Strategy for West Suffolk to support and underpin the principles and vision of the Information Framework	Internal ICT/Peer review SCC and engagement with Services and Members	3 months	May 18	Jul 18
[Develop Information Management model for West Suffolk]	Develop and Implement Information Management changes to align with SCC Implementation (look to mirror SCC's Sharepoint model)	Internal ICT – GDPR /DPA lead + SCC IM leads/Internal Comms	4 months	Mar 18	Jun 18
STAGE 2: Work with internal teams and partner organisations to identify and map data (alongside SCOLT/TCA activities)	Explore opportunities across Services/Policy Teams and wider Suffolk to explore where real value lies. Explore use of Data Analytics/Business intelligence tools to make good use of the data	Internal + External (SCC, plus partners) + external facilitation if needed	9 months (+ ongoing maint)	May 18	Jan 19
	Review work done to date at Leadership Team/SCOLT as appropriate, agree priority projects and develop Business Cases/PIDs for key priority data projects. Assess impact on possible working patterns and develop comms plan/change plan based on impact	Internal + External (SCC, plus partners) + external facilitation if needed	3 months	Sep 18	Nov 18
STAGE 3: Delivery of Information and Data based Applications/APIs	Initiate delivery of key Data Projects identified above. Further develop knowledge and understanding of wide pool of data across all partners – and explore potential tranche 2 projects and programmes (timescales dependent on above projects and programmes) Further detail of stages and activities will surface as priority projects go through delivery stages.	Internal + External (SCC, plus partners) + external facilitation if needed	12 mths	Sept 18	TBC
STAGE 4: Converge Business Analytics activities	Review success of key pilot projects (inc Customer Services and other multi agency programmes) and assess likelihood of convergence benefits across all partners (to avoid data and resource duplication)	Internal + External (SCC, plus partners)	TBC	TBC	TBC
STAGE 5: Achieve comprehensive Information Management System/process	Ensure Data and Information Management and Data Analytics are embedded within respective organisations (subject to successes of priority projects above)	Internal resource – alongside SCC Resource	TBC	TBC	TBC