APPENDIX A

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Forest Heath & St Edmundsbury councils

West Suffolk

working together

DRAFT INFORMATION FRAMEWORK

WEST SUFFOLK COUNCILS'

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WEST SUFFOLK COUNCILS'

PURPOSE

The purpose of this document is to describe a future blueprint for the way West Suffolk Councils' use the data and information they collect and hold, to help improve the service we offer to our staff, our residents and customers and improve the way our officers and councilors work through more effective use of data and technology.

This framework and associated action plans will help to define our overall direction of travel regarding use of data & information at West Suffolk Councils'. Action plans will demonstrate the key steps in the journey, alongside potential key issues, risks, constraints and opportunities. Delivery will be achieved through adopting the 'West Suffolk Ways of Working' approach – and our overarching aims (as referenced in the diagram below) will be to support organisational Strategic Priorities, seeking to make better use of data, both to enable the delivery of the councils' strategic plan, as well as identifying new capabilities that could be delivered through better use of our data.
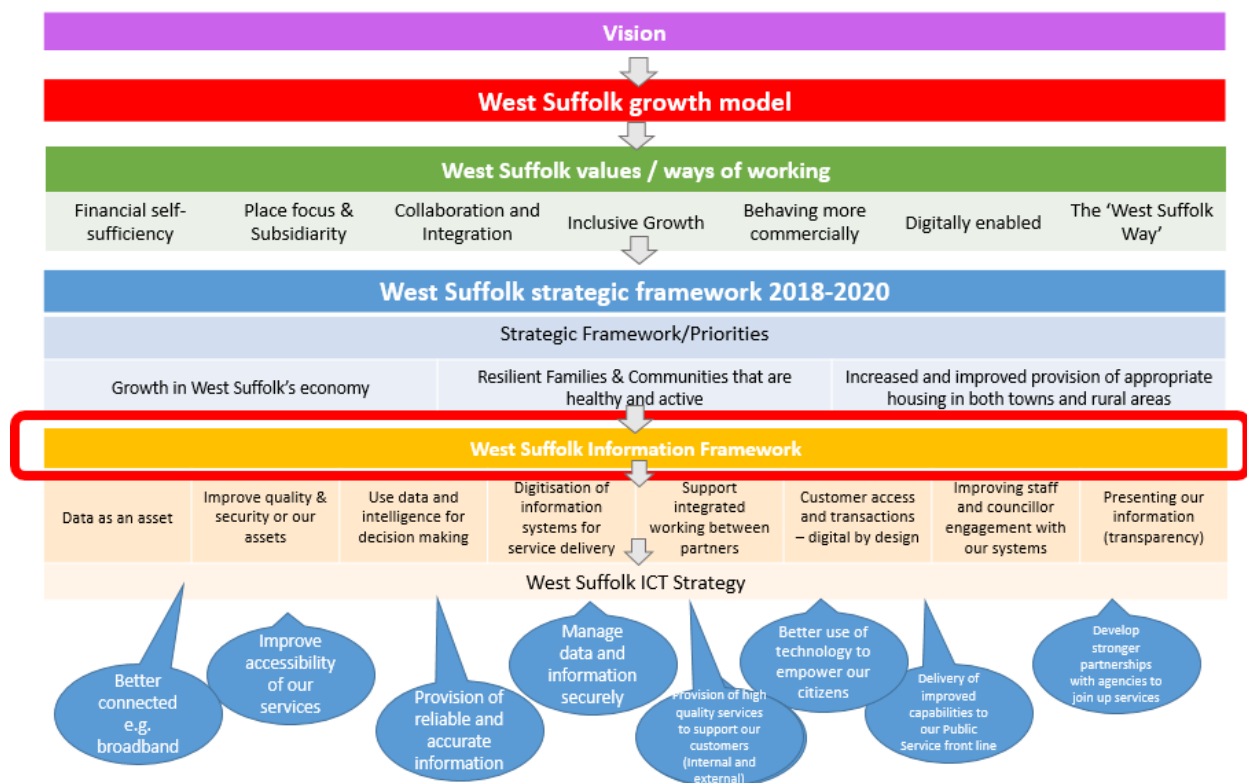
This document should be read in conjunction with the Strategic Framework Document 2018-2020 (Dec 2017), and will be underpinned by the ICT Strategy 2018-2020 and the Customer Access Strategy – and to be considered in the context of the Suffolk Wide Working diagram (p3) later in this document.

Together, these represent an integrated way of connecting services, data and systems in a way that improves our services.

(Note: the ICT Strategy will describe the underpinning ICT technologies and architecture that needs to be in place to support activities within this Information Framework – the ICT Strategy is therefore the 'how' of the Information Framework.)

OUR 'AS IS' POSITION

Both Councils have historically procured systems and services 'on demand' plugging applications and databases into a shared network to deliver information to specialists that need it. This has served us well to date, although has led to a proliferation of databases and information pools created ad-hoc to serve an application or service specific needs.

Our current estate includes c200+ applications, many having application specific data stores, with many also sharing similar records, separately.

The current challenge…
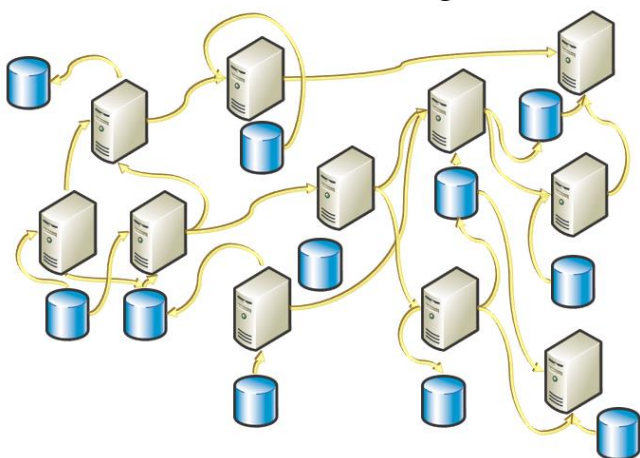
Although this has been suitable for the standard day to day operations of the council, this approach doesn't provide the flexibility needed to support the councils' aspiration to share information between systems in a way that could help deliver predictive and pro-active services – and support evidence based data driven decision making (i.e. seeking to ensure that data is made more accessible and can be cross referenced where needed to support improved 'smart' decision making.)

An approach to Information Management and data sharing is therefore needed that delivers more with our data (such as providing staff with a single view of the customer) – improves the accessibility and usability of our data which can then allow greater analysis and (when linked to data and information from our partners) leads to better informed decisions and more effective services.

It is important though to also to continue to deliver to the needs of our customers and service users that may not have access to the internet or internet connected devices, therefore this framework (and subsequent strategies) will ensure that services continue to be inclusive, and accessible for and by <u>all</u>, including a continuation of valued 'face to face' and phone services where needed.

OUR 'TO BE' POSITION

Recent advances in technology have provided a range of new tools and techniques that enable accurate forecasting and modeling of service need/demand based upon a range of different variables. These tools can now take unstructured data and model it to provide valuable insights to organisations and businesses, achieved through accessing and aggregating data, and use of open standards improving the accessibility and usability of that data. Recent developments have seen the further evolution of open Application Programming Interfaces (APIs) and micro-services which simplify connections between multiple sources in a standard much quicker way without compromising the safety and security of the data, allowing a common set of tools approach – the data can then be used in a far wider range of solutions.

We are planning to work with our Services and our partners to seek initially to rationalize our data stores to improve the quality, accessibility and reliability of our data, to develop a 'golden record' where possible (a single customer record), and to invest in tools and skills to allow this data to be used to greater benefit. This is likely to also include a move to Open Standard APIs and a flexible Cloud

strategy to ensure that we meet our future storage and processing demands. Further details or the technical Roadmap will be within the ICT Strategy (to follow).

HOW WILL WE WORK WITH OUR PARTNERS?
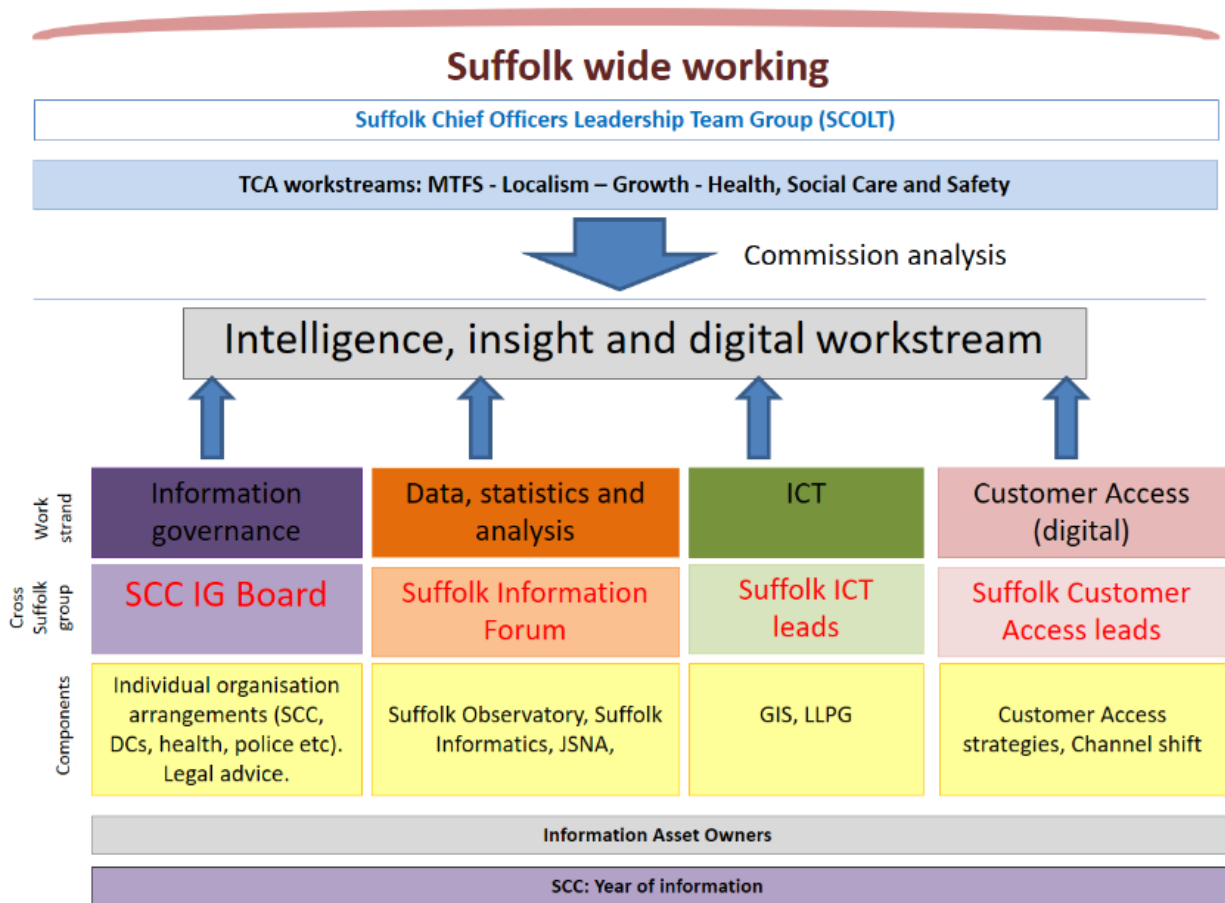
West Suffolk Councils' already have very strong data and information governance links across the County, being part of the 'Suffolk Wide Working' programme (as shown above) with active senior level membership of SCOLT – and are already using data analytics tools and techniques to help shape policy and service performance. This Framework seeks to build on and expand that work to maximize the value of our data assets across the County.

Also, West Suffolk are about to engage with SCC and Suffolk University on a multi-agency data enabling project, again seeking best use of our data and information across multiple sources and agencies – this will prove to be a further excellent pilot of new technologies with revised ways of data sharing to seek to improve the health and wellbeing of some of our communities, the intention being to use any best practice to help test theories and technologies, and to use the outputs to shape future data strategies and projects.

OUR NEXT STEPS - HOW DO WE GET THERE?

We have described our 'As Is' position, and our 'To Be' position – the next sections describe our steps/stages that help to achieve delivery of our framework (the ICT Strategy (prepared separately) being the technology enabler that delivers the underlying technology platform to support this Information Framework.)

> **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 Approach/key Principles are as follows:

- **TO UNDERSTAND OUR DATA AS AN ASSET – IMPROVING OUR INFORMATION ASSET MANAGEMENT;**

  Information is an asset which is fundamental to the efficient and effective delivery of public services. Effective management of this asset becomes more critical as our reliance on it increases.

  o **Action needed:** *Undertake Information Asset Register/data audit, review governance and procedures around asset and information management to ensure this is effective and meets current and future needs.*
  o **Outcome:** *Revised Information Governance/Information Management Principles/Policy documents*
  o **Lead:** *Service Manager – ICT*
  o **When:** *Work underway currently – to conclude by Q3 2018*

- **TO IMPROVE THE QUALITY AND SECURITY OF OUR INFORMATION ASSETS;**
  Data quality is key to quality decision making. Our data needs to be reviewed for accuracy and quality alongside our current GDPR activities. Security of data and protection of our data against cybercrime and other risks will continue to be at the forefront of our service – recognizing that this is a significantly increasing risk.

  o **Action needed:** *Following comprehensive review of Information Asset Register/Data Audit, determine quality of data, and value of undertaking potential data cleanse activities. In parallel, continue to focus on protecting the security and integrity of our data through effective application of security technologies and Information Security education and awareness campaigns.*
  o **Outcome:** *Better understanding of the quality of available data (ours and our partners) and also continued investment in security technologies to protect that data.*

- o **Lead:** *Service Manager - ICT*
- o **When:** *Underway – will be an ongoing activity*

- **TO USE DATA AND INTELLIGENCE TO SUPPORT DECISION-MAKING;**

  The value of information can be multiplied by re-use, and therefore opportunities to re-use should be looked for proactively. Cross matching of data can provide new intelligence – and allow us to work in ways that add greater value to our service users.

  - o **Action needed**: *Explore the possible value of linking of current data assets with those of our partners to determine where potential opportunities lie to generate new intelligence. Assess suitability of potential Data Analytics tools to exploit data, and work with Data Protection Lead to understand what can be shared. Review and redevelop Data Sharing Agreements with our partners where applicable.*
  - o **Outcome:** *Development of new Data Sharing agreements with key partners, identification of new opportunities, and explore use of new Data Analytics tools.*
  - o **Lead:** *Service Manager – ICT*
  - o **When:** *This work will follow Data Inventory/review of Information Asset Register – expected Q3 2018.*

- **TO DIGITIZE OUR INFORMATION SYSTEMS THAT SUPPORT SERVICE DELIVERY;**

  The value of digital information can be multiplied by re-use, and cross matching against our own, and external data sets – providing greater value from these key assets.

  - o **Action needed**: *Develop a Data Inventory – understand what we have, and the quality/accuracy/accessibility/reliability of our current data*
  - o **Outcome:** *Will provide an understanding of our current Information Assets, and where additional could be achieved*
  - o **Lead:** *Service Manager - ICT*
  - o **When:** *Work already underway, completion by Q3 2018*

- **TO SUPPORT INTEGRATED WORKING BETWEEN PARTNERS (PROVIDING 'JOINED UP' INFORMATION AROUND THE INDIVIDUAL / RESIDENT / BUSINESS);**

  Integrating data sets across partners and within the organisation will deliver additional insights supporting improved decision making – improving lives of our service users and allowing us to deliver more effectively.

  - o **Action needed**: *Explore further opportunities with public, private and third sector partners, share what we have and understand new areas for data sharing. Continue to develop projects such as Lifelink and other multi agency data driven projects to explore new ways to share and use data.*
  - o **Outcome:** *Further develop our data inventory with partners to develop data value propositions*

- o ***Lead:*** *Service Manager – ICT*
- o ***When:*** *Already underway – ongoing activity*

TO POSITIVELY ENCOURAGE CUSTOMER ACCESS AND TRANSACTIONS – THROUGH A DIGITAL BY DESIGN APPROACH (WHILST CONTINUING TO SUPPORT OUR LESS ABLE RESIDENTS AND SERVICE USERS);

The opportunities and value of information greatly increase when it is made available in standardised and linkable formats. A 'designed in' approach will make any subsequent integrations much easier to achieve.

- o ***Action needed:*** *Further develop our Customer Access Strategy to both develop new channels for our customers to access our services whilst remaining inclusive for our less digitally aware residents and service users.*
- o ***Outcome:*** *Delivery of a Customer-centric Customer Access Strategy/Digital Strategy that can provide improved services*
- o ***Lead:*** *Service Manager – ICT*
- o ***When:*** *By Q3 2018*

• TO ENCOURAGING GREATER STAFF AND COUNCILLOR ENGAGEMENT WITH OUR INFORMATION SYSTEMS (THROUGH IMPROVED DESIGN);

Citizens and businesses should be able to access information about themselves, along with an explanation of how this information is used. (This also links through to our Customer Access Strategy/Target Operating Model for Customer Services.

- o ***Action needed:*** *Identify any current information gaps in data and information provision, review Information asset Register/Data Inventory to understand what could be offered, explore new ways to improve delivery of data and information*
- o ***Outcome:*** *A greater understanding of our customers' information needs, plus a clear understanding of what can be provided and how - to service those needs.*
- o ***Lead:*** *Service Manager – ICT.*
- o ***When:*** *Work underway already in some areas, however this to be expanded to engage with staff, councilors and residents to help understand gaps and 'wants', to understand any issues with data access and to develop a delivery plan with colleagues in Customer Services to help address and improve engagement.*

• TO PRESENT OUR INFORMATION EFFECTIVELY (IN A WAY THAT SUPPORTS 'TRANSPARENCY')

Public information should be published, unless there are overriding reasons not to. Citizens and businesses should be able to access information about themselves, along with an explanation of how this information is used. Again, linking through to our Customer Access Strategy.

- o ***Action Needed:*** *Review of data inventory/information asset register with GDPR lead/Data Protection Officer and partner leads to assess what additional information we could/should be sharing*

- o **Outcome:** *Publication of additional data and information to support the need for transparency.*
- o **Lead:** *Service Manager – ICT*
- o **When:** *Action to be completed after Information Asset Register has been reviewed, and work to be done alongside our key partner organisations such as Suffolk County Council*

HOW WILL WE ACHIEVE THIS?

The following key stages will need to be delivered in order to support our Information Framework

Stage 1 – Develop a Data Inventory

- •Advanced search across all content sources, establishing our baseline and validating our information asset register (note: can be co delivered alongside GDPR activities)
- •Identification of potential data users that may be 'digitally excluded'.

Stage 2 - Understand where to unify information sources

- •Design, develop and create a unified information store (on or off premise) content and data combined in one index, inc external data sources where approproate.
- •Identify Information linking to seek to join data from diverse sources where possible (such as our partners/agencies/SCOLT etc) = and creation of a master data map.

Stage 3 - Delivering information and data based applications

- •Rolling review of existing applications alongside delivery of ICT Strategy/Digital Strategy to identify where maximim value can be gained from an integrated data and information management approach - moving us beyond just information retrieval to support information driven applications and decision making.

Stage 4 - Converging business analytics

- •Introduces more sophisticated, business analytics and business intelligence tools that further develops a service based model for data integration - including partners where possible.

Stage 5 - Achieve a comprehensive information management system

- •Look to revisit best practice and successes to date to see where to extend the advantages of unified Information across the organization and our partners.
- •To further emphasise the delivery of services built on a standardized and flexible information architecture that avoids problems created by technology silos.

OUR ROADMAP

A suggested high level roadmap is shown below:

2018

Q1 - GDPR prep
Q1 – Data Audit
Q2 – GDPR Live (May)
Q2 – ICT Strategy 2018-2020 issue
Q3 - Further develop Data Map for West Suffolk Councils and develop Outline Business Case –
Q4 - Phase 1 - CRM delivery plan

2019

Q1 – Develop detailed Business Case for remainder of Services/Estate
Q2 - initiate Phase 2 delivery – inc Org Dev and Financial plan
Q3 – Review success of CRM Phase – identify any lessons learned

2020

Q1 – Review Business Case, delivery timescale and progress to Phase 2
Q2 - initiate Phase 2 delivery – inc Org Dev and Financial plan
Q3 – Review success of CRM Phase – identify any lessons learned Q4 Q4 – Phase 2

WHAT OUTCOMES CAN WE EXPECT?

When we successfully achieve delivery of the above stages – we can expect the following outcomes.

A compelling case to act	• Decisions that are routinely supported by high quality insight & intelligence, enabling us to assess and evaluate impacts, target resources, manage demand and be up to date and innovative in our approach.
Digital Services & Transactions	• Customer transactions and workflow management that are digital by design with customers accessing and managing their own information.
Towards an integrated public sector system	Significant progress towards integrated working within our organisations and our partners, enabled by effective sharing and linking of information to support individuals, businesses and communities.
A transparent organisation	Timely presentation of information and feedback about our Councils and local area, in the public interest to inform and empower local people and enable residents, businesses and communities to challenge and compare us.

WHAT WILL BETTER DATA USAGE MEAN FOR WEST SUFFOLK?

For our Staff/Services

Staff/Services will be able to:

- *Access a wider pool of information, more effectively to assist with improved decision making – delivering more joined up services to their customers*
- *Help ensure resources are targeted to the right place at the right time, based on a wider pool of data evidence*
- *Work more collaboratively – making best use of skills and knowledge*
- *Find information quickly and easily*
- *Collect and use quality information that is more trustworthy*
- *Make better use of current resources – re-using and repurposing information already created and not reinventing the wheel*
- *Commission/request/access information from a much wider pool of data/data sources*

They will know:

- *How to handle and protect information, including what to share and with whom*
- *What to keep and what to dispose of – removing duplication and avoiding staff retaining their own copies 'just in case'.*
- *Where to keep it and how to save it*

For our customers/service users:

Customers will be able to expect that:

- *Information is accurate, reliable and accessible*

- *Their transactions with the Council and its commissioned service providers and partners will be processed promptly*
- *That the security of their data is paramount, that we will take good care of their information and not use it for purposes that it was not captured for*

They will know that:
- *Information relating to them is protected and handled appropriately*
- *Consistent standards will be applied when they give consent to share information*
- *The Councils' manages information appropriately and efficiently and expects its commissioned service providers and partners to do the same.*

For our Members/Councilors:

Members/Councilors with be able to expect that
- *They will have access to a much wider pool of data*
- *They will be able to request additional data pertaining to local areas*
- *They will be able to compare and contrast data sets between wards*
- *They will be able to make better informed decisions based on a more comprehensive data set*

They will know that:
- *The wider pool of data available is managed and secured in a way that should help provide confidence and reassurance to those that we serve*
- *The Councils' are innovative in its approach to data management and usage, and that our aim is to use data and information to improve public services*
- *The Councils' commitment to is used to exploring wider ways in protects the rights of the general public*
- *on relating to them is protected and handled appropriately*
- *Consistent standards will be applied when they give consent to share information*
- *The Councils' manages information appropriately and efficiently and expects its commissioned service providers and partners to do the same.*

For our ICT Team (working on behalf of the business):

The team will be able to achieve the following:

- *Deliver faster and cheaper integration of existing (legacy) systems*
- *Provide increased data accessibility and flexibility, making it easier to change as requirements change.*
- *Make good use of an open standards-based approach to applications development*
- *Deliver more scalable applications, much quicker, on a centrally managed, highly distributed and more scalable architecture quickly and for less cost*
- *Focus more on configuration rather than code*
- *Make better use/reuse of our ICT assets*
- *Reduce cost of implementing new processes through reuse of existing application and data*
- *Reduce TCO (total cost of ownership) for West Suffolk Councils'*
- *Rely on trusted common standards and interfaces/connectors to deliver messages and data across disparate technologies and protocols*

CONCLUSION

This Framework represents an important step forward in our aim to make better use of our data and information, and recognizes the importance of partnerships and connections with external parties to add greater value to our data – and most importantly, to use data and information in new ways that improve and enhance the services that we provide.

Advances in data analysis/data matching tools and techniques means that we should be able to use our data in a way that provides a more complete picture of our service users, our communities and our places - allowing services to provide a smarter, more personal, more proactive and effective Public Service.