Committee(s)	Dated:
Digital Services Sub Committee	30th May 2019
Subject: City of London Corporation Information Management Executive Summary	**Public**
Report of: The Chamberlain	**For Information**
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Summary

Following the presentation of the Information Management (IM) Strategy in December 2018, Summit requested that an IM Executive Summary should be developed that explained the benefits and principles removing any specialist terms.

It is accepted that IM is not in a good state at the City of London Corporation (CoLC). For example, we keep information for too long in silos that makes it more difficult to find the information we need easily and costs money in storing information for longer than is required or useful.

IM is a whole organisation responsibility with IT, HR, Corporate Strategy and Performance and Comptrollers have a lead function in enabling the achievement of the IM Strategy in the organisation.

In the current climate of financial constraint and the fundamental review the pace of delivering the IM strategy may need to be reviewed later in the year.

The strategy is summarised by the following key principles:

- Information acquired by any part of the City Corporation becomes an asset for all the organisation;
- Information is stored securely once and kept up to date while needed and safely disposed of afterward;
- We share information appropriately across the organisation, with partners and with the public;
- Authorised people have easy access to information and to the tools and skills to get the most out of it;
- We promote the culture and leadership needed to look after, share and use information wisely.

This paper provides Members of this Committee with the Executive Summary version of the Strategy agreed by Summit in March 2019 (See Appendix A – IM Strategy Executive Summary attached).

Recommendation(s)

Members are asked to:

- Note the IM Executive Summary

Main Report

Background

1. In October of 2017 Summit agreed the proposal presented to carry out an Information Management (IM) review at CoLC to gain an understanding of the current state of IM strengths and weaknesses for CoLC and provide a roadmap to become a mature IM organisation through completion of an agreed set of deliverables.

2. When the IM Strategy was presented to Summit in December 2019 a request was made that an IM Executive Summary should be produced.

3. The IM Executive Summary is attached as Appendix A.

4. A new Corporate risk associated with the delivery of the IM Strategy was agreed by the Audit and Risk Committee at their May meeting.

IM Definition

5. For the purposes of the IM Strategy, information management is defined as the collection, storage, dissemination/sharing, archiving and destruction of information both electronic and paper. Good information management underpins good information, which in turn underpins good intelligence, which in turn underpins good decision-making.

IM Current State

6. Some of the IM problems identified from a review carried out last year that we need to resolve are:
   - CoLC keeps too much information that we don't really need
   - CoLC keeps too much information in (obscure) silos and struggle to share and reuse it
   - CoLC has poor quality of information, including lack of consistency, unnecessary duplication, out-of-date information and large amounts of unstructured data, resulting in no "single version of the truth" and no "one source" for each data set
   - CoLC focuses on management information and performance reporting rather than analysis and performance improvement. "Hindsight".

7. This has negative impacts on the CoLC, its departments and individual staff and customers:
   - cost – of storage, both electronic and physical

- quality – of decisions and actions based on incomplete or out-of-date information
- time – of people spent looking for the information they need
- risk – of information breaches leading to regulatory sanctions and bad publicity. We also risk losing valuable information that is poorly organised when staff leave our organisation.

Information Management Strategy Summary

8. We want to be in a position where the right people have the right access to the right information, in the right way, for the right reason at the right time.

9. This strategy is not just about compliance with legislation. The main driver behind this strategy is the realising of the value of our information and data estate. To this end, we will ensure that we create and collect the right information for the right purpose and reuse that asset where possible.

10. The information needs to be of high quality, correct, complete, reliable, up to date and accessible and we will put in place and develop the relevant skills, tools and behaviours to make sure this is achieved.
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Delivering the IM Change

11. No single team can achieve the vision set out in this strategy alone. We all need to have a commitment to improving information management and the use of information in CoLC, working together and learning from areas of good practice and innovation from within both the private and public sectors.

12. To be successful in delivering outcomes and priorities detailed in the IM Strategy there are many different strands which will have different leading service areas:
    - IT for infrastructure, tools and engagement;
    - HR for training and behaviours;
    - Corporate Strategy and Performance for data use and change management;
    - Comptrollers for compliance with information management legislation.

13. Strong governance and oversight are needed if we are to land the positive changes outlined in the strategy and avoid continued replication of the current state. This will be provided by the Digital Task and Finish Group and the Information Governance Group.

14. We will measure our progress towards the vision through a set of activity and performance measures; as well as through softer measures derived from surveys and interviews.

15. We will develop a plan to deliver the IM Strategy and mitigate the actions detailed in the IM Corporate risk.

Corporate & Strategic Implications

16. This strategy will be a key driver behind Corporate Plan outcome 10 'We inspire enterprise, excellence, creativity and collaboration' and outcome 9 'We are digitally and physically well-connected and responsive' whilst also contributing to outcomes 1,2,3,4,8,12.

Financial Implications

17. The capital investment funding to deliver and IM programme will be considered via the Medium-Term Financial Strategy and in year projects through bids for Transformation funds. It estimated capital funding in the order of £2-3m will be required to deliver a 4-year roadmap of IM improvements. If funding is not available there are some incremental changes the organisation can make in the areas of culture, skills and the use of shared drives; however, the changes will be incremental rather than transformational to the organisation.

Conclusion

18. Improving information management practices should be a key focus for CoLC as it is for most organisations, across both the public and private sectors.

19. This is driven by a range of factors, including a need to improve the efficiency of business processes, the demands of compliance regulations (General Data Protection Regulations) and the opportunities for better decision making with better quality, easy to consume and timely information.

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Appendices

Appendix A - IM Strategy Executive Summary