

<b>Committee(s)</b>	<b>Dated:</b>
Summit Digital Services Sub Committee	26 <sup>th</sup> September 2019 1 <sup>st</sup> November 2019
<b>Subject:</b> City of London Corporation Information Management Metrics	<b>Public</b>
<b>Report of:</b> Michael Cougher - Comptroller	<b>For Decision</b>
<b>Report authors:</b> Sean Green – IT Director	

### Summary

The Information Management (IM) Strategy was agreed by Summit in March 2019 and the Digital Services Sub-Committee in July 2019.

When the Strategy was agreed it was recognised that one area that required further development was Information Management Metrics.

This paper presents the IM metrics for decision. These metrics can be reviewed after 6 and 12 months to ensure they are relevant and challenging.

### Recommendation(s)

Members are asked to:

- Agree this report and the draft metrics documented in Appendix B.

### Main Report

#### Background

1. In March 2018 Summit agreed the IM Strategy
2. *Information management* (IM) is used here as shorthand for the systematic collection, curation, analysis, sharing, use and disposal of information, where the term 'information' also encompasses data and knowledge
3. The Corporation has developed an IM Strategy based on this shorthand definition, which is underpinned by 5 key strategic principles and a maturity model (See Appendix A)
4. The strategy seeks to transform IM capabilities (tools and skills) and culture (values and behaviours) across the Corporation and its partners so that accurate and timely information is routinely and effectively used as the basis for decisions and actions, thereby leading to better service outcomes.

5. A programme of work is being developed to realise the strategy, supported by IM metrics to measure realisation progress and achievement
6. When the IM Strategy was presented to Summit in March 2019 it was recognised that further work was required on developing appropriate metrics. This report explains the methodology and approach in developing the IM Metrics and provides a set of draft IM metrics for agreement by Summit.

### **IM Metrics Methodology and Approach**

7. Metrics are a model of measurement to deliver meaning – the IM metrics have been devised to measure progress against the IM strategic principles and IM maturity model.
8. The metrics are translated into practical measures of progress and achievement at 12 months, 24 months and 36 months from a measure-specific starting point yet to be determined.
9. The meaning derived from the metrics will allow us to steer the development and implementation of IM across the Corporation and our partners, learning as we go.
10. At the heart of the metrics methodology is the concept of continual improvement.
11. The measures are designed with increasingly ambitious targets as time passes.
12. In reviewing progress, e.g. at each milestone, thought should be given to improving the measures or adjusting the targets considering experience – it might even be appropriate to replace or redefine a measure.

### **Scope of Metrics**

13. The metrics have been developed following industry best practice regarding achieving IM maturity (including recommendations from technology specialists Gartner). There are five main dimensions that are recommended for measuring how successful the City of London Corporation (CoL) is progressing to deliver the agreed IM Strategy. These are detailed below:
  - a. Governance & Security;
  - b. Storage & Retention;
  - c. Data Use;
  - d. Information Analysis & Presentation;
  - e. Knowledge Development.
14. The set of draft IM Metrics are detailed in Appendix B.

## The Development of the Draft IM Metrics

15. The Metrics detailed below can be mapped back to our IM Strategic Outcomes (See Appendix C - Relating IM Metrics to IM Outcomes).
16. The context and definition for the IM metrics are detailed below.
17. Governance and Security Metrics are defined as:
  - a. Data/knowledge/information items that are typically held together in collections based on a common area of focus, e.g. all postal addresses in the City; all Corporation social care clients; all transactions through the contact centre; all building regulations enforced by the Corporation; all responses to a particular survey;
  - b. These collections are defined as *assets* when they are in some way tangible and uniquely identifiable – e.g. as a set of unstructured paper documents or as a digital database – have value, and can be managed, protected and, where appropriate, shared;
  - c. A structured way of managing the governance and security of information assets (including data and knowledge assets) is termed an information security management system, for which there is an international standard: ISO 27001;
  - d. Information security in this context encompasses three key elements:
    - i. *Confidentiality* – information should be only accessible by authorised persons and systems
    - ii. *Integrity* – information should remain as captured/stored unless transformed in agreed ways
    - iii. *Availability* – information should be reliably accessible in line with authorised how/where/when.
18. Storage and Retention Metrics are defined as:
  - a. This dimension's measures and targets assume that the enabling technologies are in place as a prerequisite;
  - b. Retention of data, knowledge and information brings into play records management (RM)
    - i. RM can have a considerable overlap with IM
    - ii. The Corporation has developed various elements of an RM system, including a Records Management Policy and Records Retention and Disposal Schedule.
19. Data use metrics are defined as:
  - a. Data consist of numbers, text, images or sounds of different types recorded in different ways, which may represent physical or non-physical items, from people and places to ideas and emotions;
  - b. A data asset is a set of data that typically focuses on a specific subject type, e.g. places or people, leading to a well-defined scope and range of values;
  - c. A data asset is said to be *mastered* when it has a clear owner and clear mechanisms for maintaining and sharing it as an up-to-date and

accurate data source, thus making it more reliable and easier to reuse in different contexts and hence more valuable;

- d. The following are two key data assets for the Corporation:
  - i. *Property*, which usually includes address and owner, and might include valuation, dimensions, age and risk assessment amongst other elements;
  - ii. *Customer*, which usually includes name and contact details, and might include age, contact history, related people and vulnerability assessment amongst other elements;
- e. All or some of any data asset might be used by more than one Corporation department, who currently often collect and manage the data independently of one another.

20. Information analysis and presentation metrics are defined as:

- a. The purpose of information is to inform decisions and actions; hence it is key to evidence-based decision-making;
- b. Dashboards and (self-service) reports are two important ways of presenting information:
  - i. *Dashboards* tend to use graphical representations to convey a 'live' common view of current and trend performance, with the format fixed and the content updated continually
  - ii. *Reports* tend to be snapshots at a point in time, with *self-service* reports allowing a degree of format configuration and content selection by users for their own purposes;
- c. In measuring this dimension, information analysis is treated separately from information presentation;
  - i. *Analysis* – applying knowledge to data to produce information; identifying data/knowledge gaps and attempting to fill them
  - ii. *Presentation* – making information meaningful to relevant audiences; capturing their attention and keeping them up to date.

21. Knowledge development metrics are defined as:

- a. Knowledge – the models and methods that we use to understand, represent, react to and impact the world – can be formally documented;
- b. Often, key but subtle aspects of knowledge are kept in people's heads and passed on informally via chats or real-world demonstrations;
- c. Some internal services – e.g. HR, Finance, IT – are already sharing specialist knowledge via the Corporation's intranet, with staff using it to varying degrees;
- d. Collaboration between experts from different backgrounds can help improve knowledge;
- e. Expert systems seek to put knowledge into easily digestible forms that guide non-experts at the scene in dealing with complex issues, thus avoiding the wait for experts, for example:
  - i. A patrolling civil enforcement officer notices a damaged traffic light causing congestion and turns to the relevant 'expert' app on her smartphone to work out what to do;
  - ii. She follows the app's step-by-step instructions on how to capture key facts about the damage and its impact on traffic,

with each step adapting automatically to reflect facts captured in previous steps.

- iii. The app then uses the captured facts to determine the best resolution and alerts the appropriate service team accordingly, or requests further input from a human expert if there is ambiguity.

## **Corporate & Strategic Implications**

22. 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**

23. The capital investment funding to deliver and IM programme will be confirmed via the Medium-Term Financial Strategy and in year projects through bids for Transformation funds. It estimated Capital funding in the order of £1-2m 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**

24. Improving information management practices should be a key focus for CoL as it is for most organisations, across both the public and private sectors.
25. 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.
26. The draft metrics suggested will help us take a broad range approach to monitoring and tracking our success in delivering our agreed IM Strategy and the business benefits that should accrue from increasing the insight, understanding and use of information across our organisation

### **Sean Green**

IT Director  
Chamberlain's Department

E: [Sean.Green@cityoflondon.gov.uk](mailto:Sean.Green@cityoflondon.gov.uk)

## **Appendices**

Appendix A – Strategic IM Principles

Appendix B – Draft IM Metrics

Appendix C – Relating IM Metrics to IM Outcomes