

## Appendix A - Information Management

1. The direction and delivery of IADM is focused on the seven themes from the assessment tool of Vision, Strategy, Metrics, Governance, Organisation and Roles , Lifecycle and Infrastructure with the aim to increase the organisations maturity levels; by doing this, the authority can be assured that information is being protected and utilised in ways which benefit both service delivery and compliance.
2. The aim of the programme is to increase the maturity and move the overall assessment to a level of Highly Balanced which will ensure that information is used efficiently and consistently across the organisation. IADM is not striving for best practice for best practice's sake, the programme is focussing on pain points so improvements in maturity don't only lend themselves to strategic success but improve and optimise delivery.
3. Over the last two phases of IADM, the programme has delivered extensive amounts of learning materials and events to assist the organisation mature in its use and understanding of Information. The ownership and accountability of information management at the business area level has significantly matured.
4. All projects under IADM with business stakeholders, have business representation at either project board or steering / working group level, and so this by default has and is continuing to grow knowledge of information management processes.
5. AI is increasingly becoming a technology used by many organisations to enhance and speed up processes, it provides users with a lot of power in analysing data and creating outputs. Fundamentally, for AI to benefit the organisation and for it to work well, information must be accurate and up to date, AI will only create quality outputs if the data it is crawling is current and relevant. The activities therefore being delivered under IADM, will directly enable this.
6. Enterprise Content Management is applying retentions to all data on SharePoint (SP) and Fileshares, ensuring information that has reached its retention period is destroyed automatically.
7. Master Data Management is a method used to define and manage critical business data as a single point of reference, creating an up to date, trusted, central dataset which can be leveraged across the organisation to ensure information is consistent across business systems.
8. It has directly improved data quality, data processes and digital services. Currently, the domains include several data feeds, in some cases this includes the two-way movement of data from MDM to the source systems. The activities and resultant processes will support the on-going enrichment of the MDM domains, ensuring direct improvements are delivered.

9. MDM is being delivered across four domains – Resident, Employee, Location and Business, and this has directly improved data quality, data processes and digital services.
- Using the MDM Employee record to improve and enhance the starters, movers and leavers process, improve the licence management, access rights (both physical and digital), improving currency and consistency of data across systems and technologies.
  - Using the Resident record to bring together data from across core systems and ensure the Resident core fields are consistent across all these systems, further to this, using the record to generate intelligence by creating views across the data, whether this be for single view of debt, use of the single persons discount, relationships in households and so forth.
  - Using the Location record to ensure all addresses across systems are fed by the LLPG and using references beyond the UPRN to enable a golden thread between addresses and locations.
  - Using the Business record to identify correct use of business benefits and rates, and other business-related processes.
10. MDM will by its nature significantly improve the data quality of information across systems, by harmonising these four key areas irrespective of where a Resident or Employee engages the organisation, the information will be the same, in terms of accuracy, quality, format and currency. Initial phases of MDM have shown that when cross referencing the same Resident information in different areas of the organisation there are up to 40% levels of inaccuracy between the records.
11. Adopting the MDM strategy and delivering MDM will hook into benefits not only with Information Governance (IG) but with Digital working and across the wider organisation. MDM will enable the organisation to support the National Fraud Initiative by harmonising data across systems and so businesses will be able to identify inaccuracies and inconsistencies with the information held. It will support and enable the Data Quality strategy, and align to the strategic objective of making decisions based on accurate and consistent information,
12. MDM will automate the corrections of data quality issues as far as it possibly can, rather than requiring the workforce to do so, this will provide efficiencies and benefit on several fronts, reduction in the time spent on correcting records, reduction in the time spent trying to find records which are incorrectly recorded, validation of services being given (correctly or incorrectly) and currency of data across several areas.
13. The ECM delivery will put controls in place for legacy and newly created data that does not belong in a case management system, it is a central part of realising the strategic intent and benefits of IADM as well as GDPR, records management and security compliance. The organisation will not be

managing vast amounts of content throughout the information lifecycle if ECM is not embedded to some extent.

14. The organisation processes large volumes of content which is saved across many systems and platforms. It is the objective of ECM to standardise, simplify and rationalise the ways in which this content is held, used, stored and destroyed. It is essential for information compliance that the organisation understands the information it has, where it is held and is assured that it's being held for the correct periods of time.
15. Standardising the classification and retention of content is central to this compliance and there are two parts to this, legacy content and content management for the future. Completing the implementation of ECM will also directly benefit technologies for the future, especially AI.
16. Over the coming year, IADM will leverage the data feeds, quality and availability achieved through ECM and MDM to enable analytics at both the enterprise and business levels. This will enable the organisation to produce dynamic, trusted reporting across defined KPIs and other measures of performance. IADM will leverage automation, feeds from sources and quality data to ensure reporting is fit for purpose, meaningful and meets the needs of the business. This will be further enhanced by integrating the use of GIS and AI.