

Freedom of Information Act  
PUBLICATION SCHEME DOCUMENT



METROPOLITAN  
POLICE

*Working for a safer London*

Protective Marking:	Not Protectively Marked
Publication Scheme:	Yes
Title:	MPS Information Management Strategy
Purpose:	For public dissemination
Relevant to:	Information Management Steering Group (IMSG)
Summary:	This paper supports the MPS Information Strategy (2005)
Creating Branch/OCU:	Directorate of Information, IM Development DCC10(2-2)
Date:	15 December 2004
Review Date	15 December 2008



## INFORMATION MANAGEMENT STEERING GROUP

# Information Management Strategy

### Summary:

This paper is the MPS Information Management Strategy. It is one of the supporting strategies for the MPS Information Strategy.

Submitted for: Approval

### Use of Content

The contents, concepts and models in this document must be acknowledged if used in other contexts.

Contact the author if clarification is needed.

<i>Suitable for Publication Scheme Y/N</i>	Y
Version	1a
Author(s)	Tony Williams
Creating Branch, Code and Operational Command Unit/Directorate	DCC10 (2-2)
Date created	1 December 2004
Date of meeting	15 December 2004
Review date	15 December 2008

## The MPS Information Strategy Family

The MPS Information Strategy is an overarching strategy, which sits above a family of more detailed information strategies called the **Information Strategy Family**. Together they set out the organisational vision for MPS information for the period between 2005 and 2010. The members of the Information Strategy family with their salient themes are laid out below.

### A. The MPS Information Strategy

- The relationship of the strategy family to national / regional drivers;
- The top level goals for MPS information and business processes;
- Information-related disciplines and capabilities that must be developed.

### B. The MPS Business Process Strategy

- How a business process improvement capability provides the overlay for information, systems and technology in support of business change.

### C. The MPS Information Management Strategy

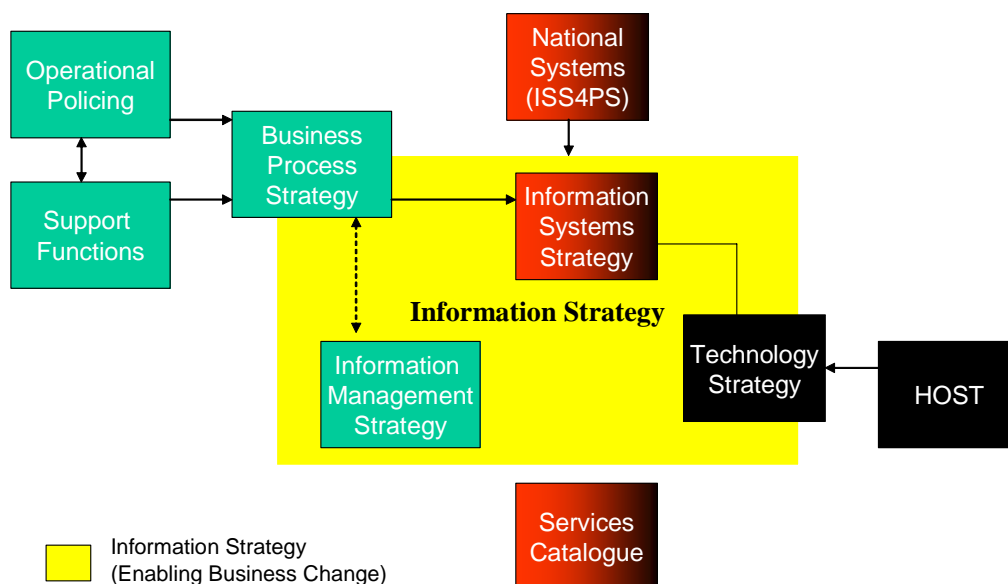
- From control to exploitation of information;
- Information principles and the importance of data quality.

### D. The MPS Information Systems Strategy

- How the future systems environment needs to change to meet the new capabilities required of the MPS;
- How a roadmap describing the relationship between new capability and systems will inform the business solutions until 2010.

### E. The MPS Technology Strategy

- How technology guiding principles and architectures, supported by a sound governance structure, will ensure sound investment choices and support the successful integration of business solutions.



HOST = Home Office Science & Technology Strategy

Figure 1

CONTENTS

1.	MANAGEMENT SUMMARY .....	5
1.1.	Information Management Strategy – From Control To Exploitation ...	5
1.2	Ownership and Leadership.....	6
2.	BACKGROUND .....	7
2.1	Information is the lifeblood of policing.....	7
2.2	National Strategy Context.....	7
2.3	The Story so Far – the IM Business Change Programme .....	7
2.4	Drivers for the IM Strategy .....	8
2.4.1	National Strategies .....	8
2.4.2	Inspections, Audits, Inquiries, Reviews .....	9
2.4.3	Statutory Drivers.....	9
2.4.4	National, CJS and MPS Policy .....	9
2.4.5	Corporate Performance .....	10
2.4.6	Summary of Key Strategic Drivers / Benefits.....	10
2.5	Terminology.....	12
3.	STRATEGIC GOALS .....	13
3.1	Analysis - Impact of the Strategic Drivers for the MPS .....	13
3.1.1	Control.....	14
3.1.2	Exploitation.....	15
3.1.3	Quality .....	16
3.2	Key Concepts – Information Principles .....	17
3.3.	Key Concepts – “One Whole View” of Information .....	18
3.3.1	Balancing Security and Access / Rights of Individuals and Organisational Effectiveness .....	18
3.3.2	Converging Ideas and Disciplines .....	19
3.3.3	Converging Formats and Sources .....	20
4.	IMPLEMENTATION .....	21
4.1	Central IM Function .....	21
4.1.1	IM Development .....	23
4.1.2	IM Business Change .....	23
4.1.3	IM Services.....	23
4.1.4	IM Compliance .....	23
4.1.5	The IM Life-Cycle .....	23
4.2	IM Professional Specialism.....	24
4.3	Local Information Managers .....	25
4.4	The IM Business Change Programme.....	25
4.5	Next Steps .....	26
4.5.1	Ownership, Leadership and Governance .....	26
4.5.2	An Information Architecture .....	27
4.5.3	An Information Authority .....	27
4.5.4	Information Ownership .....	27
4.5.5	Implementation of the Bichard IM Code of Practice .....	27
4.5.6	Data Quality Initiative.....	28
4.5.7	Knowledge Management.....	28
4.5.8	Business Intelligence.....	28
4.5.9	IM Function Review.....	28
4.5.10	IM Professional Development – exploitation issues .....	28

**NOT PROTECTIVELY MARKED**

4.5.11 Influencing the National Agenda.....28  
Appendix A - Information Principles .....29  
Appendix B - MPS IM Strategy – the MPS Organisation.....31  
Appendix C - MPS IM Strategy – Behaviours.....33  
Appendix D – MetaModel .....34

## 1. MANAGEMENT SUMMARY

### 1.1. Information Management Strategy – From Control To Exploitation

## Information Management Strategy

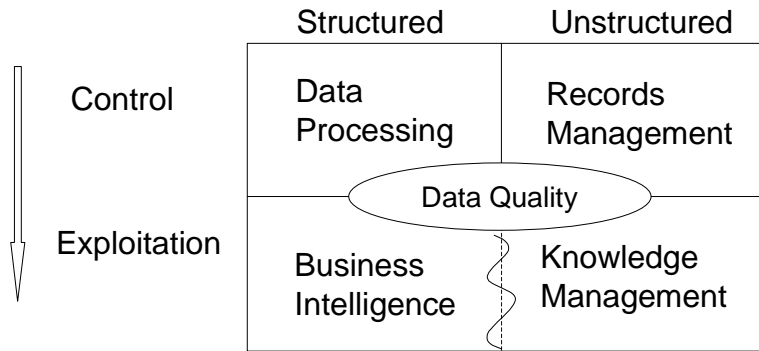


Figure 2 – the Information Management Strategy

The **Information Management Strategy** sets out the following *goals* in brief:-

- The MPS must consolidate and build on substantial work done over the last 2-3 years to gain effective control of information as an organisational asset;
- We must address the exploitation of our information assets for business benefit and to inform corporate strategy;
- We must improve the quality of our information.

The strategy sets out a *vision* for:-

- MPS information as **trusted, accessible** and **usable** via a set of information principles;
- an MPS organisation which:-
  - knows what it knows and how to find it;
  - promotes openness and accountability;
  - protects information proportionately, according to its worth;
  - exploits information effectively and efficiently;
  - manages information in accordance with business need, policy and the law;
  - shares information with others.

- the behaviours which we need our staff to adopt:-

Secure and protect valuable information  
One version of the truth  
Review information over time  
Think of finding when storing  
Expect to share information  
Dispose of redundant information

The *enablers* for the strategy are:-

- Information principles and “one whole view” of Information Management issues
- Consolidating and developing new corporate capabilities supporting those principles / that view;
- Constituting new activities within the existing IM Business Change Programme to deliver the strategy goals.

## **1.2 Ownership and Leadership**

This strategy involves, amongst other things, widespread cultural change.

Change is difficult; a great deal of change for other purposes is already going on. Airtime is limited, and contended for. MPS resources are finite. Best value and value for money must be achieved in what we do; evidence of this must be presented.

The threats, opportunities and issues described in this paper, whilst real, are in the main abstract; other demands have more obvious operational effects. Benefits, anticipated to be major from a corporate perspective, will be difficult to measure, as much other change will be underway in the same environment; and the benefits which accrue will tend to be corporate rather than local.

Ownership of this strategy at the highest level will be fundamental if its goals are to be achieved; and in order to effect the changes necessary this ownership and leadership must come from the top.

## 2. BACKGROUND

### 2.1 Information is the lifeblood of policing

Almost every activity in delivering a policing service to the capital involves the use of information. Along with our people, information is the most critical MPS resource. Efficiency improvements in handling of information can yield huge benefits; conversely, under-performance severely impacts effectiveness.

Information and how we use it for Policing is first and foremost a *business issue* rather than an issue of technology. However, sound and innovative use of technology is critical to the effective use of information.

Policy and strategy on information management issues is set in the MPS by the Directorate of Information (DoI).

### 2.2 National Strategy Context

The Association of Chief Police Officers (ACPO) ratified an *Information Management Strategy* in 1999. This set out broad goals for the Police Service in England and Wales in the management of information to support the business of policing.

The ACPO IM Strategy led subsequently to *Programme Valiant* and the development of the *Information Systems Strategy for the Police Service (ISS4PS)*. This document has led to the development of a national capability for developing and supporting the information systems needs of police agencies in England and Wales; and describes the capabilities necessary for individual police services to take the ISS4PS forward.

The MPS *Information Strategy* in 2000 / 01 was an MPS implementation of the aims set out in the ISS4PS. When the strategy was ratified in March 2001 it was envisaged that the strategy would later be reviewed.

This strategy and others in the new *Information Strategy Family* have been authored following a review of the MPS position and specifically:-

- A gap analysis between the existing MPS Information Strategy (2000 / 01) and the ISS4PS;
- A situational analysis to assess the specific circumstances of the MPS in 2004 / 05 in relation to information.

They set out the top level ambitions for MPS information management between 2005 and 2010 and how to achieve them.

### 2.3 The Story so Far – the IM Business Change Programme

The MPS has invested substantial effort in seeking improvements in the control of its information in the last 2 years. Major drivers for this have been:-

- The Records Management Best Value Review
- The Freedom of Information Act 2000
- The Modernising Government agenda

The key enabler has been the *IM Business Change Programme*.

The business change programme has been constructed to improve MPS Information Management. The programme currently contains around 25 work packages in strands including:-

- Defining the IM environment – Information Managers, central IM Function etc;
- Defining roles and responsibilities in respect of discharging those policies;
- Developing / reviewing a comprehensive set of policies which define how our information should be managed;
- Seeing Information as a corporate resource by moving from personal file stores to a corporate structure (Information Architecture) regardless of format;
- Applying our IM policies to the information architecture;
- Delivering FOIA and DPA compliance;
- Defining the MPS e-Policing Strategy;
- Development of effective policies and tools for information sharing with non-police agencies.

This strategy takes the work undertaken so far and places it in context with other MPS strategies.

## **2.4 Drivers for the IM Strategy**

This section explores in brief the drivers for the information management strategy.

### 2.4.1 National Strategies

The *ACPO IM Strategy* defines the ambition of the Police Service nationally to see Police information as a *shared* national resource.

The *ACPO Information Systems Strategy for the Police Service* (ISS4PS), based on *Programme Valiant*, seeks to deliver this ambition through the development of business and technical capabilities in the UK Police Service.

*Valiant* foresees the need to develop specific capabilities “in-Force” supporting information and knowledge management (in contrast to technology capabilities) in recognition of a capability shortfall in this area.

#### 2.4.2 Inspections, Audits, Inquiries, Reviews

The *Bichard IM Code of Practice* will define principles and provide specific guidance on the management of police information with specific reference to the *information lifecycle* – (includes *capture, review, retention, deletion*).

*Bichard, Climbie, Every Child Matters, the Children's Bill*, represent substantial drivers for greater *sharing* of police information for the protection of children; there are wider drivers for the protection of vulnerable people and all those at risk.

The *Records Management Best Value Review* (RMBVR) identifies shortcomings in the relationship between our *corporate memory* and our *policies* and investment choices, proposing policy and business change to address this.

The *Demand Management Best Value Review* and *Demand Resolution Strategy* seek *new channels* for MPS information in order to realise business efficiencies.

*On the Record* highlights shortcomings in the *quality* of critical police information sources. *Bichard* speaks of the need for *accuracy* of police information.

A range of other inspections on Data Protection, Information Governance and management of electronic records propose measures involving business, policy and culture change. These must all be addressed and enacted.

#### 2.4.3 Statutory Drivers

The *Freedom of Information Act* (FOIA), *Data Protection Act* (DPA), *Human Rights Act* (HRA, Article 8) and the *Crime and Disorder Act* (CDA) all deal with the balance between individual and corporate interests and between the cultural perspectives of *openness (access)* and *security*. They also suggest *new markets* for Police information (see below) in the form of the citizen and partner agencies.

#### 2.4.4 National, CJS and MPS Policy

*Partnership* has shaped policing since the 1990s. *Modernising Government* and subsequently the *e-Government / e-Policing* agendas set out the principles that public services should be shaped around citizens rather than the public sector; this theme has been continued into the *Policing Performance Assessment Framework* (PPAF) – by which progress can be measured, and most recently into *Citizen Focused Policing*. All of these drivers suggest *new markets* for police information – blurring boundaries between organisations to share information across the public sector and beyond to the *citizen*; and *new channels* – both electronic and in more traditional forms.

*Building Communities, Beating Crime* takes up these themes and suggests new and greater engagement with the public to provide more responsiveness

## NOT PROTECTIVELY MARKED

and accountability. Provision of information on performance and additional communication channels are implicit in this.

The *ACPO / ACPOS Community Security Policy (CSP)* sets out standards for business and technical assurance of Police information.

### 2.4.5 Corporate Performance

The MPS is already on average one of the youngest and most inexperienced police services in the UK. *Organisational growth* (Step Change) – the increase in police numbers from 30,000 officers to 35,000 – will accelerate this trend.

Like most modern organisations the MPS is experiencing exponential *information growth*, driven simultaneously by a move towards electronic information and access to massive external information sources.

Information superfluous to business need is increasingly becoming a *liability*. Not only are there new statutory (FOIA) and policy (Bichard) obligations to ensure it is managed, but redundant information increasingly obscures the presence of useful data.

Better *analysis* of our performance information will enable better and more timely *decision making* at all levels.

Information Management failure has been identified as one of the key corporate *risks* for the MPS.

### 2.4.6 Summary of Key Strategic Drivers / Benefits

Delivery of the IM Strategy through the IM Business Change Programme specifically supports:-

Compliance with the Freedom of Information Act 2000 **(Key)**

Compliance with the Data Protection Act 1998 (*extension to unstructured manual records*) **(Key)**

Compliance with the UK Government's "e-Government" Agenda **(Supporting)**

National Policing Plan Paras 5.25 – 5.29 **(Supporting)**

Towards the Safest City, Goal 5 **(Supporting)**

The Best Value Review of Records Management (May 2002) - all recommendations **(Key)**

MPS Professional Standards Strategy 2000 – Strand 2 **(Supporting)**

MPS Corporate Risk No 7 *Inadequate management of MPS information (including information security)* **(Key)**

NOT PROTECTIVELY MARKED

**NOT PROTECTIVELY MARKED**

Internal Audit *Creation, Storage, Security and Disposal of Electronic Documents / Records* - all recommendations **(Key)**

Metropolitan Police Authority Information Governance Audit; *Audit Commission December 2003* - all recommendations **(Key)**

ACPO / ACPOS Community Security Policy V2.3 **(Supporting)**

Demand Management Best Value Review (Recommendation 5) **(Supporting)**

Demand Resolution Strategy (Recommendation 1.2): **(Supporting)**

Before exploring the drivers and their impacts it will be necessary to be clear on terminology in Information Management.

## 2.5 Terminology

### Information

The word “information” is used throughout this strategy to mean a range of ideas summarised in the table below. Without realising it, we translate the “material” we use between **data**, **information**, **knowledge** and **wisdom**.

Typically we move a commodity called **data** in vast quantities around our organisation; it is presented in context to our workforce as **information**; they apply their experience and know-how to deploy **knowledge** in the service of policing outcomes; and from time to time we aggregate this together to derive principles, policies, strategic and tactical decisions as **wisdom**. As a police service we also trade in **intelligence**. While there is no nationally agreed definition of the term, we tacitly agree that intelligence is “information fit for action”. A more detailed description is given in the table below. At different times intelligence may meet any of the criteria for **data**, **information**, **knowledge** or **wisdom**.

In order that material can be moved around	Description	Concept	Intelligence – information processed for analysis which has a predictive value and may be of evidential worth	Policing example	In order that material can be exploited
	Raw material; symbols, numbers, letters – without context or specific meaning	<b>Data</b>		10 Acacia Avenue	
	Data with context; potential material for action	<b>Information</b>		10 Acacia Avenue, address of John Smith, informant	
	Information with added experiential references	<b>Knowledge</b>		John Smith bears a grudge against David Jones from previous circumstances and will make false allegations against him	
Underlying truth on which tactical or strategic decisions may be made	<b>Wisdom</b>	Use of informants must be made in the context of their likely motivation to supply information to Police			

Figure 3 – DIKW and Intelligence

### Information Management

*“The associated people, policies, processes, structures and tools necessary to meet the needs of the organisation”*

- Policies – rules for managing information;
- Structures – a hierarchy of concepts which allow information to be stored, retrieved and policy to be applied;
- Processes – activities which apply the rules to the structures;
- Tools – logical and physical aids which enforce the policies, structures and processes.

### Knowledge Management

We define Information Management as dealing with explicit information and Knowledge Management as covering tacit information. Knowledge Management is *“The re-use of experience for the benefit of the organisation”*

### 3. STRATEGIC GOALS

#### 3.1 Analysis - Impact of the Strategic Drivers for the MPS

This section discusses the impact of the strategic drivers and identifies the goals and the key concepts which are needed to achieve them.

From the strategic drivers discussed in section 2 it is contended in summary that:-

- **The MPS must consolidate and build on substantial work done over the last 2-3 years to gain effective control of information as an organisational asset;**
- **We must address the exploitation of our information assets for business benefit and to inform corporate strategy;**
- **We must improve the quality of our information.**

Certain **key concepts** must be adopted to achieve these goals. These are:-

- Information Principles which indicate the right quality and qualities in our information and which give us a vision of the goals;
- Obtaining “one whole view” of information through:-
  - Balancing Security and Access / Rights of Individuals and Organisational Effectiveness;
  - Converging Ideas and Disciplines;
  - Converging Formats and Sources.

Ensuring the use of these key concepts will be the role of an **Information Authority** which is discussed later under **Implementation**.

### 3.1.1 Control

Statutory, strategic, and policy drivers along with productivity issues demand that we explore *new markets* for our information from which substantial benefits (see Section 2.4) may be derived. The key enabler for these new markets is the effective *sharing* of our information assets.

But unless we apply appropriate **controls** to achieve confidence in sharing, involving effective *security* and *quality* improvements we will expose ourselves to unacceptable *cost* and *risk*.

*Information* and *organisation growth* exacerbate *quality* issues and introduce *liabilities*.

## Sound Controls Enable Effective Exploitation of Information

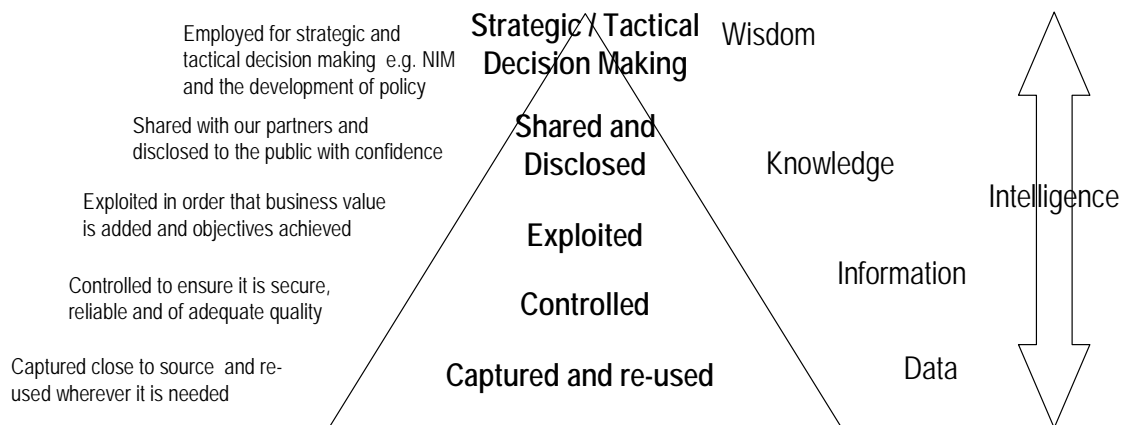


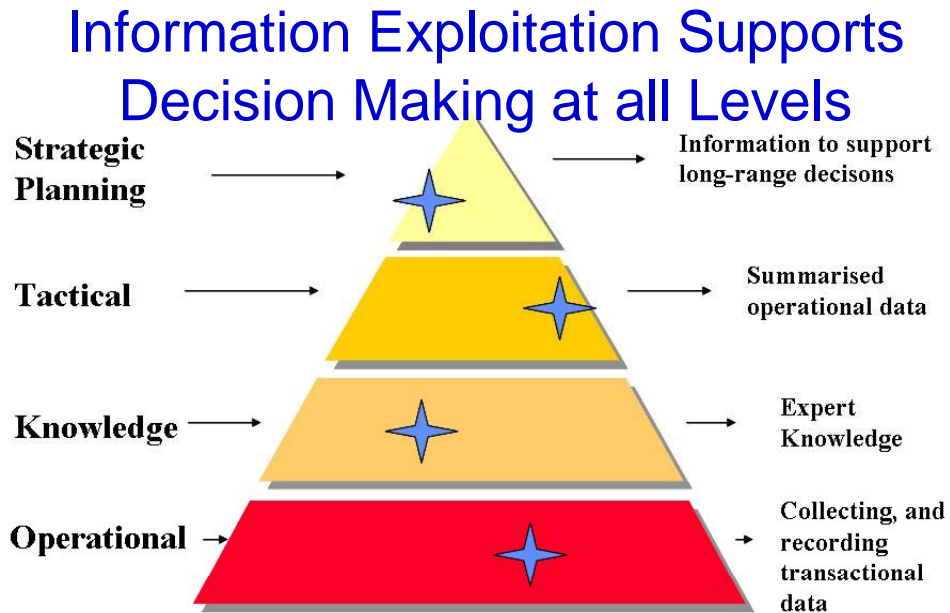
Figure 4 – DIKW / intelligence / information principles

#### *Narrative*

Information captured is subjected to controls to allow exploitation; significant exploitation issues for the MPS are sharing / disclosure and strategic and tactical decision making.

### 3.1.2 Exploitation

We must also build *new capabilities* to **exploit** the information resources we already have through the re-use of *experience* and better *analysis* of recorded information.



Source: Antony's Triangle

Figure 5 – Antony's Triangle

#### *Narrative*

Transactional data is used to run day-to-day business; but critically it is also a key enabler for effective and timely decision making at a variety of levels.

Without effective exploitation of transactional information in this way the underlying trends are first manifested as external business outcomes; which if they could have been forecast, could have been avoided (in terms of negative outcomes) or better exploited (when positive).

In either case strategic planning may be impacted by this phenomenon; and either becomes reactive or is subverted by external drivers arising at short notice.

3.1.3 Quality

## Data Quality is a Necessary Enabler for Effective Exploitation of Information

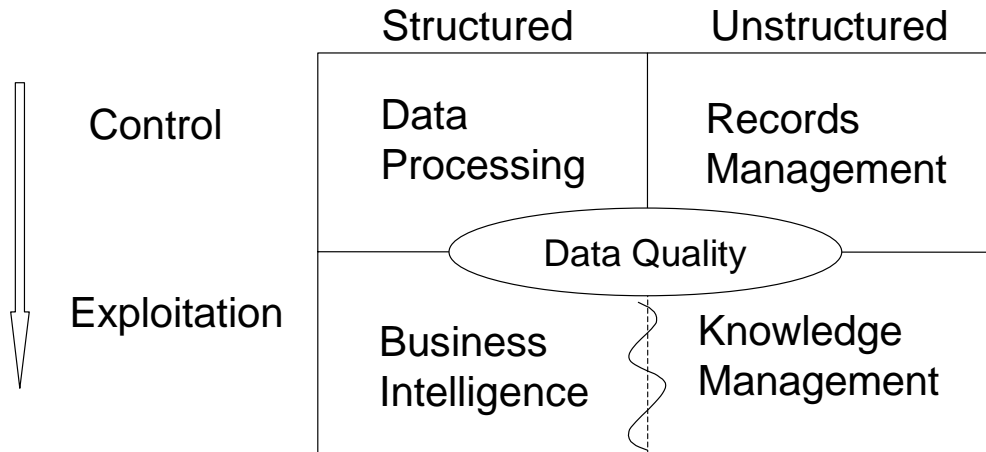


Figure 6 – Data Quality supports control to exploitation

*Narrative:*

In order to exploit information effectively it is critical that the issue of data quality is addressed. Seeking improved exploitation without addressing data quality is likely to result in poorly informed decision making. Data quality is therefore a key enabler to allow effective exploitation of information.

### 3.2 Key Concepts – Information Principles

The information principles are set out in the MPS Information Strategy; the themes are echoed in the IM Strategy where their relevance is in the **quality** of our information and **qualities** which our IM practices must demonstrate.

Our information needs to be

- **Trusted**
- **Accessible**
- **Usable**

#### **Trusted**

- One version, captured once and re-used
- Appropriate quality information for action
- Compliant with policy and the law
- Protected from loss or misuse

#### **Accessible**

- Managed according to its worth
- Captured close to source, available when and where it is needed
- Shared with our partners and disclosed to the public with confidence, in an open and accountable manner

#### **Usable**

- Easy to find and deploy
- Presented in context, in the best way possible
- Used and understood by a skilled workforce

**Our existing practices, new proposals, solutions and outcomes need to be tested against these principles; along with the *quality* and *qualities* of our information and practices.**

More detail on the Information Principles can be found in appendix A.

**3.3. Key Concepts – “One Whole View” of Information**

3.3.1 Balancing Security and Access / Rights of Individuals and Organisational Effectiveness

Information must be **trusted, accessible** and **usable**. *Whose interests are protected, who may be granted access, and how information may be used* are issues which provide UK public sector organisations with some challenges.

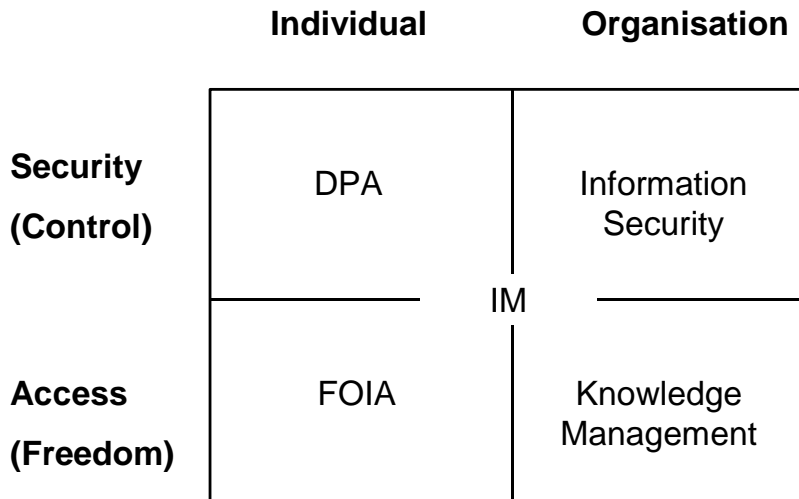


Figure 7 – rights and freedoms / disciplines.

*Narrative*

- DPA protects the rights of individuals by placing controls on the ability of organisations to process their data.
- FOIA provides rights to individuals to access information held by organisations.
- Organisations protect their interests through effective information security controls.
- Organisations liberate their information assets through effective knowledge management.

**There is a balance to be struck between the rights and freedoms of individuals and the effectiveness of organisations in delivering effective IM. IM organisations in the UK public sector need to reconcile these interests. The relationships between the issues / disciplines shown need to be understood. Only by bringing these disciplines together can we achieve joined up thinking – a “whole view”.**

### 3.3.2 Converging Ideas and Disciplines

When applying controls, the real world is not conveniently divided into separate problems of data protection, information security, freedom of information or records management.

These issues are generally interlinked in any real situation. So must be our thinking.

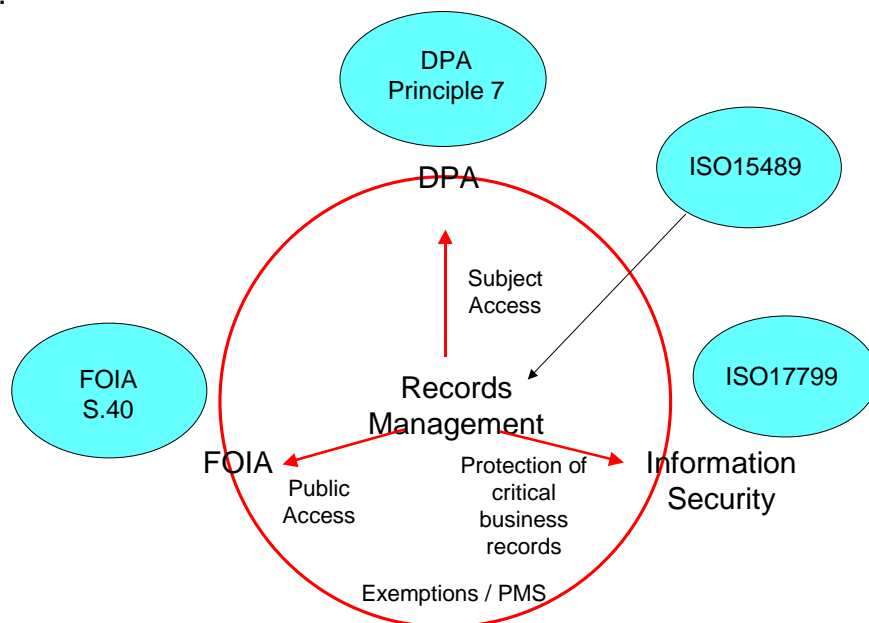


Figure 8 – relationship between FOIA / DPA / Information Security

Notes –

DPA = Data Protection Act 1998

FOIA = Freedom of Information Act 2000

ISO 15489 = International Standard for Records Management

ISO 17799 = Code of Practice for Information Security Management

#### *Narrative*

Section 40 of the Freedom of Information Act exempts personal data; principle 7 of the Data Protection Act requires adequate security for personal data; protective marking criteria reinforce FOIA exemptions; effective records management supports all three.

**All of these issues are interdependent and will need to be brought to bear on real world issues together. We must obtain a “whole view” - understand these relationships and find whole answers to real world problems.**

The issues are complex and may countervail. Information professionals should provide leadership in facilitating this reconciliation; it should not be left to others to resolve. This should not suggest a loss of ownership of the underlying business issues elsewhere in the organisation.

3.3.3 Converging Formats and Sources

At present we have...

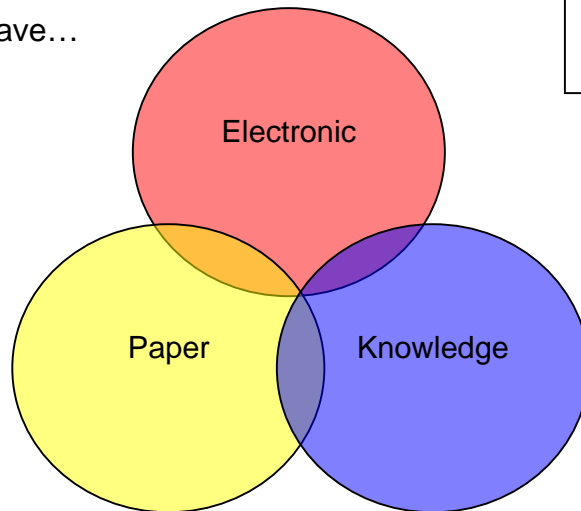
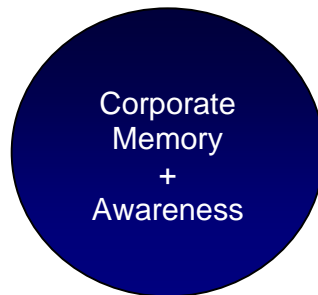


Figure 9 – Information Formats

...three separate views of information depending on format. In control terms we also need to apply policies consistently across these formats.

**We need to overlay these views as far as possible, achieving one view...**



We need clear “whole view” policies to apply to this “one view” environment; the ability to apply those policies consistently; and to be able to access the information we need regardless of format. The Bichard IM Code of practice will in any case require this of us.

**To build “one whole view” we must introduce a new *architecture* for MPS information, supporting the corporate memory and awareness; we need the organisational *capability* to build it; and will need to exercise *authority* to maintain it.**

#### 4. IMPLEMENTATION

Implementation of the IM Strategy is a business change activity.

In order to meet the Strategy goals it will be necessary to:-

- Develop a central capability shaped around “one whole view”;
- Introduce a new professional specialism based around “one whole view” of information issues;
- Introduce business change agents throughout the MPS to improve MPS IM in accordance with the Strategy;
- Constitute new activities in the IM Business Change Programme.

Much of this work has already been undertaken or is in progress.

##### 4.1 Central IM Function

A central IM function has been built from MPS business functions representing:-

- Records Management;
- Library Services;
- Information and Knowledge Management;
- e-Government / e-Policing;
- Data Protection;
- Freedom of Information;
- Information Security.

Outside this function but linked are:-

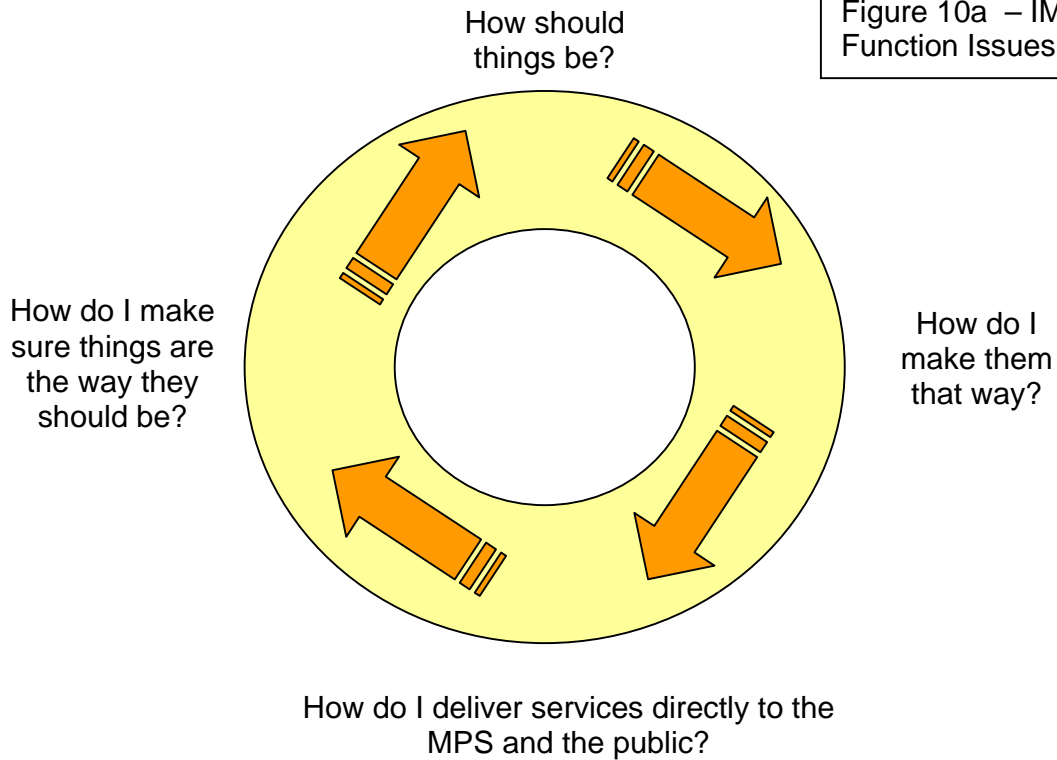
- An ICT development team working on IM themes;
- The MPS Intranet Team.

**Figures 10a and 10b describe the structure of the Central IM Function, which has been re-aligned to promote “one whole view” of Information Management issues.**

**NOT PROTECTIVELY MARKED**

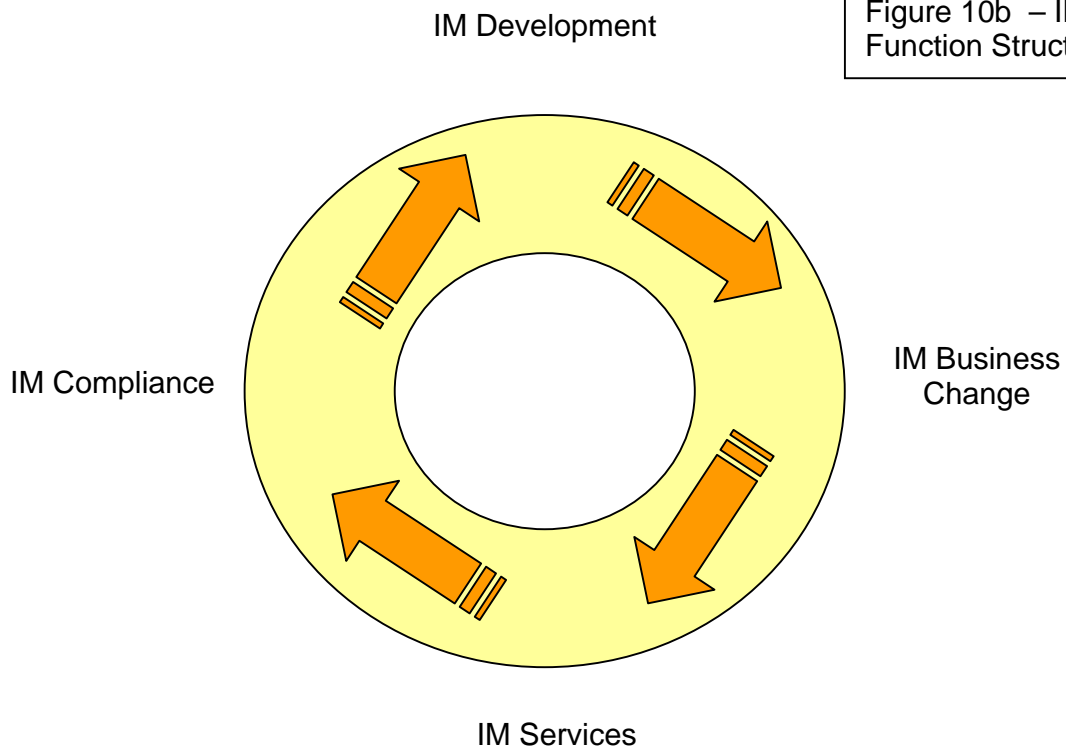
The new IM function is not aligned around “silo” functions as previously. Instead it is built around a cycle of policy development and business change, as below.

Figure 10a – IM Function Issues



These questions are resolved by business functions called:-

Figure 10b – IM Function Structure



## NOT PROTECTIVELY MARKED

Paragraphs 4.1.1. – 4.1.5. describe these functions in more detail including how they work together.

### 4.1.1 IM Development

Provides thought leadership in Information Management; creates a vision of how MPS information should be managed, by developing and maintaining a combination of strategies, policies and tools designed to bring that vision about.

### 4.1.2 IM Business Change

Drives and controls programmes and projects necessary to deliver the vision; maintains head of profession services for MPS Local Information Managers (who deliver the vision across the organisation); co-ordinates business change, benefits, communication, training and awareness.

### 4.1.3 IM Services

Delivers information management services to the MPS, partners and the public in support of the vision, including Records Management Branch, DPA Subject Access / FOI Public Access Office and the NSY Library.

### 4.1.4 IM Compliance

Establishes whether the tools provided / published policies are delivering the vision; if not, either seeks compliance through application of sanctions or requires policies / tools to be amended because they are ineffective.

### 4.1.5 The IM Life-Cycle

Generally, policies and tools are *developed* by IM Development; *implemented* by IM Business Change; *delivered directly* (where this is appropriate) by IM Services; and *audited* by IM Compliance.

In this way staff with similar skills are aligned with each function:-

- Strategists, analysts, policy developers are located in IM Development; they need a wide view of issues, a questioning approach;
- Project and Programme managers with well developed change management skills, marketing and communications specialists are located in IM Business Change; they require focus, persistence, resilience and determination; to control a wide range of activities to time and budget and good communications skills;
- Information Managers, Records Managers and administrative staff are employed in IM Services; they value customer focus and a service delivery ethos;
- Auditors, inspectors, compliance officers operate from IM Compliance. They need to apply auditing and compliance methodologies consistently and diligently with a high degree of integrity. They need to be separated from the processes of development, implementation and service delivery to prevent conflict of interest issues.

NOT PROTECTIVELY MARKED

#### 4.2 IM Professional Specialism

A professional specialism of “Information Management” has been constructed involving the following disciplines:-

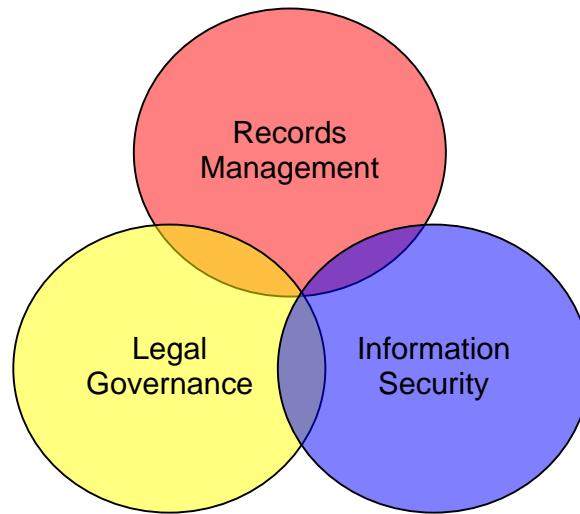


Figure 11 – IM Professional Specialism

The Police Service employs a competency framework to define job roles:- an activity of “Managing Information” has been introduced<sup>1</sup> by the MPS IM function with the following parameters:-

Summary: *Manage information in accordance with information legislation, policy and business requirements*

Effective Performance will include the following:

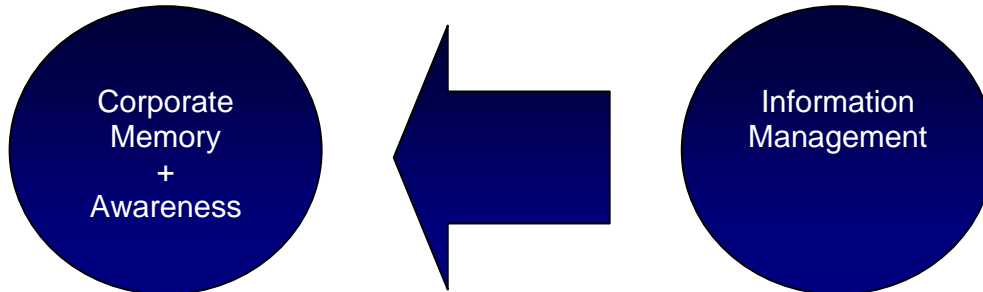
1. Ensuring information is managed in accordance with Force policy, operating procedures and the information life-cycle – creation to disposal;
2. Ensuring compliance with relevant information legislation including the Freedom of Information Act, 2000 and the Data Protection Act, 1998;
3. Ensuring information security policies and operating procedures are applied to achieve confidentiality, integrity and availability.

In doing this we seek to achieve a unified discipline.



<sup>1</sup> National Integrated Competency Framework V7.0 September 2004

Again, the Bichard IM Code of Practice foresees the need for such a new discipline.



**Figure 12 - Information Management Supports the Corporate Memory**

**Consideration needs to be given to how this specialism can evolve from control issues to embrace the opportunities arising from the exploitation of information.**

#### **4.3 Local Information Managers**

Information Managers have been recruited into positions distributed throughout MPS business functions to improve MPS information management; the current driver being the Freedom of Information Act, the next being the Bichard IM Code of Practice. A professional development programme for this cadre has been constituted in conjunction with a private sector IM consultancy.

#### **4.4 The IM Business Change Programme**

As stated in 2.3, a Business Change Programme has been underway for some time. The IM Business Change Programme (IMBCP) has been the vehicle for introducing the changes to the MPS described in the preceding section. The IMBCP will remain a key mechanism for introducing IM improvements, including specifically those recommended in this strategy.

4.5 Next Steps

## Delivering Information Enabled Business Change



Figure 13 – new MPS capabilities support Information Strategy Goals

The *Information Strategy* envisages the development of new MPS capabilities to deliver its goals. This *Information Management Strategy* seeks to deliver the “control to exploitation” agenda. In this section the specific activities and issues relating to IM are explored.

### 4.5.1 Ownership, Leadership and Governance

This strategy involves, amongst other things, widespread cultural change.

Change is difficult; a great deal of change for other purposes is already going on. Airtime is limited, and contended for. MPS resources are finite. Best value and value for money must be achieved in what we do; evidence of this must be presented.

The threats, opportunities and issues described in this paper, whilst real, are in the main abstract; other demands have more obvious operational effects. Benefits, anticipated to be major from a corporate perspective, will be difficult to measure, as much other change will be underway in the same environment; and the benefits which accrue will tend to be corporate rather than local.

Ownership of this strategy at the highest level will be fundamental if its goals are to be achieved; and in order to effect the changes necessary this ownership and leadership must come from the top. The IM Strategy will be owned and led by Director DoI and governed by the Information Management Steering Group. Progress of individual activities will be overseen by the IM Workstream.

4.5.2 An Information Architecture

## Information Architecture Capability

### **Join up Information Skills to enable Business Agility**

Information policy development	(IMf)
File plan development	
Taxonomy development	
with	
Component Modelling	(IPG)
Data Modelling	
with	
Emerging Technologies	(TG)
TDA	

### **Set up IM Forum to encourage data policies to be applied (Bichard)**

Figure 13 – Information Architecture

Certain capabilities already exist in the Directorate of Information, which deal separately with structured and unstructured data issues. These need to be joined together to allow one view of our electronic information assets; and the whole linked coherently with our management of paper information assets.

When a knowledge management capability is constructed this needs to sit atop the whole.

#### 4.5.3 An Information Authority

An “Information Authority” needs to be constituted within the IM Function to provide an approval gateway for uses of MPS information in an analogous form to the DoI Technical Design Authority. This, amongst other activities, will govern changes to the architecture and champion the adoption of key concepts within this strategy.

#### 4.5.4 Information Ownership

Roles and responsibilities for the management of information must be clearly understood and allocated throughout the MPS. This understanding must be developed and marketed throughout the MPS organisation.

#### 4.5.5 Implementation of the Bichard IM Code of Practice

Project activities to implement the IM Code of Practice and associated guidance arising from recommendations 8 –11 of the Bichard Inquiry Report must be initiated.

#### 4.5.6 Data Quality Initiative

A capability is needed to improve MPS data quality. This will entail the development of a new collaborative pan-MPS initiative and a range of complementary activities to raise the quality of MPS information. This will need to be co-ordinated centrally.

#### 4.5.7 Knowledge Management

As with data quality, there are a variety of MPS interests in Knowledge Management in general and specifically in the sharing of good practice (SGP). A corporate overview of these issues needs to be obtained in order to share experience and to facilitate effective links to ACPO KM interests and elsewhere in the academic, public and private sectors.

#### 4.5.8 Business Intelligence

An holistic view of how the core transactional data which is used to drive day-to-day MPS business needs to be obtained; and corporate capabilities improved in this area.

#### 4.5.9 IM Function Review

A review of the Central IM Function needs to be instituted to review its boundaries and internal structure now that the function has been in existence for two years; to ensure that the goals sought in its establishment are being realised in the most effective way.

MPS capabilities to be developed by the IM function arising from this strategy are:

- Data Quality;
- Knowledge Management;
- Business Intelligence;
- Information Authority.

This may indicate future boundary issues for the IM function.

#### 4.5.10 IM Professional Development – exploitation issues

The IM professional specialism needs to reflect the wider scope (to include exploitation) proposed in this paper.

#### 4.5.11 Influencing the National Agenda

The MPS should advance the ideas in this strategy within the Police, Criminal Justice and in the UK Public Sector in general; seeking to engage with other IM thinking and providing thought leadership where this is appropriate.

## Appendix A - Information Principles

Our Information needs to be –

- Trusted
- Accessible
- Usable

### Trusted

#### ***One version, captured once and re-used***

Multiple copies:-

- of information of different versions which purport to be the same are a liability; it is likely that the wrong version will be acted upon;
- may imply the need to capture information more than once, suggesting wasted effort;
- imply a potential integrity problem in terms of keeping versions up to date;
- may become liabilities if they persist when the “official” version has been deleted according to policy.

#### ***Appropriate quality information for action***

Acting on poor quality information may have serious implications in a policing context including compromise to:-

- Public safety;
- Officer safety;
- Police operations;
- Litigation;
- Corporate reputation.

#### ***Compliant with policy and the law***

The use of information in the MPS is governed by a range of policies, both MPS policies and the policies of our partners and the communities (such as the criminal justice sector) to which the MPS belongs. Often these policies support legal requirements but can also reflect business needs such as corporacy and consistency.

#### ***Protected from loss or misuse***

This is basic security practice in protecting information from compromises to confidentiality, integrity and availability. When this principle is combined with *managed according to its worth* this describes the need to employ cost-effective measures to protect information based on its business value and an assessment of risk.

## Accessible

### ***Managed according to its worth***

Not all information has the same worth in business and policing terms. The implications of retaining / storing / protecting / retrieving information out of the context of its business worth involves both financial and risk impacts.

### ***Captured close to source, available when and where it is needed***

Policing is a 24 x 7 activity which may take place anywhere. Information is core to decision making and needs to be available anywhere a decision can be taken, when it needs to be taken. Outcomes often need to be recorded when the event is at least fresh in the mind; and as far as possible, whilst it is happening.

### ***Shared with our partners and disclosed to the public with confidence, in an open and accountable manner***

Sharing information beyond the boundaries of the organisation involves consideration of both legality and risk. Disclosure involves an accountable business decision to release information without seeking the application of controls.

## Usable

### ***Easy to find and deploy***

Information which is difficult to find wastes resources and ultimately may result in the information not being found at all. Good deployment enhances the effectiveness of the information once it is retrieved.

### ***Presented in context, in the best way possible***

Policing involves the need to make decisions quickly, to make them about complex issues and to make them intuitively. Presentation of information in the right context can reveal meaning which may be hard to detect in "raw" form.

### ***Used and understood by a skilled workforce***

Our information needs to be understood and used by people with the right skills and capabilities to be used to its best effect.

**Appendix B - MPS IM Strategy – the MPS Organisation**

This section defines the qualities desired in the MPS *organisation* to fulfil the IM Strategy.

The future will require an MPS in which we

- Know what we know and how to find it;
- Promote openness and accountability;
- Protect our information proportionately, according to its worth;
- Exploit our information effectively and efficiently;
- Manage the information we need in accordance with business need, policy and the law;
- Share our information with others.

These themes are explored further below.

*Know what we know and how to find it;*

We must understand what information we hold. Subject to appropriate security controls and business context, we must be able to retrieve it, both to meet statutory needs and to support the basic requirements of our business. In order to do this we must move from a view of information as a resource supporting local needs to a corporate resource.

*Promote openness and accountability;*

Our first consideration must be to share information as widely as we can, both within the business and without. This supports our core value of openness and provides the opportunity to realise the maximum business potential from the information we hold.

Accountable decisions are generally good decisions. Promoting and supporting accountability for our decision making speaks to the core of our ability as an organisation to deliver. Committing our decisions to the corporate memory achieves this; and also our ability to learn as an organisation. Good record keeping is therefore fundamental to maintaining an open, accountable, learning and performing organisation.

*Protect our information proportionately, according to its worth;*

Our ambitions toward openness must recognise that there will never be a day when all of our information assets will be in the public domain, because of the business we are in. We hold information about and belonging to others, and we must respect their rights in achieving our aims. We must take proportionate, cost-justified steps to ensure that information to which access must be controlled is protected against loss or compromise. We must employ standards to ensure that the measures we take are effective, equivalent to those of our partners and are consistent across our business.

## NOT PROTECTIVELY MARKED

### *Exploit our information effectively and efficiently;*

Aside from the physical act of apprehending offenders, almost everything we do involves the management of information. It is therefore fundamental to our ability to perform as an organisation that we exploit the information we hold effectively; and that we are as efficient as possible in doing this. To achieve these ends we will seek to dissolve artificial boundaries which keeps our information parochial; minimising the versions that we keep and realising connections between facts that we hold for different purposes. We must also dissolve the boundaries between data, information and knowledge, allowing us to see recorded, explicit information in both paper and electronic formats, and experiential, tacit information as the same resource.

### *Manage the information we need in accordance with business need, policy and the law;*

There is a growing corpus of statutory controls concerning the management of information. We must understand these controls and ensure that they are applied across our business and across all appropriate formats.

In a connected world, we must understand and comply with the policies of our business partners and the communities we join.

The policies, processes, structures and tools we use to manage the information which supports our business must be clear, comprehensible and made known effectively to those who must use them.

### *Share our information with others;*

The modern world increasingly involves the delivery of public services without reference to the conventional boundaries of public service departments. This will give rise to new challenges in respect of consistency in the meaning of our information, how it is transmitted and how it is governed. To effect this we must apply a variety of standards which will make these values consistent with our business partners.

It is also increasingly difficult to define the boundaries which define the organisations involved in delivering “policing” to the capital; and thereafter where “policing” meets the wider needs of society. In achieving our organisational goals and those of our business sectors we are in danger of losing an applicable definition of who we are and our ability thereafter to apply the right policies and controls to our information.

We must develop more sophistication in our ability to understand and apply valid legal powers to share information and to manage the mitigation of risk which may arise from the act of sharing it.

## Appendix C - MPS IM Strategy – Behaviours

This section defines the qualities desired in MPS *personnel* to fulfil the IM Strategy. They comprise a set of behaviours which should be marketed to all MPS personnel.

### Basic IM Principles

Together the principles spell the mnemonic

**S**ecure and protect valuable information

**O**ne version of the truth

**R**eview information over time

**T**hink of finding when storing

**E**xpect to share information

**D**ispose of redundant information

### Secure and protect valuable information

*All information is not the same.*

- Not all of our information has the same value to our business.
- Some of our information is critical to running our organisation. We need to rely on getting access to it when we need it.
- Some of our information would hurt our business or others if the wrong people got access to it.
- We need to understand which information may be critical / damaging.
- We need to protect this information in proportion to what might happen if it is lost or misused.

*We can value our information to understand what is important.*

*We can understand the risks to our information.*

*We can use our knowledge of value and risks to understand the measures necessary to protect it.*

### One version of the truth

*Acting on the wrong version of information / incorrect information can harm us or others.*

- We can waste time.
- We can make mistakes. They can be bad ones.

*We can label our information to show its version.*

*We can keep records of the versions so we know which is relevant and track the changes.*

### Review information over time

*The value of information can (will) change.*

- Our business needs and our environment change over time.
- The information necessary to meet those needs changes too.

*We can review the information we hold.*

*We can change its protective mark if this is appropriate.*

*We can mark it for disposal.*

### Think of finding when storing

*If information is worth storing, it must be worth being able to find it again.*

## NOT PROTECTIVELY MARKED

- Failure to retrieve valuable information negates its value.
- We may have to repeat work already done.
- We may act on incomplete or wrong information.
- We may be unable to evidence or defend our decisions or actions.

*We can use standard terms to store information.*

*We can store our information in a logical structure.*

### **Expect to share information**

*Sharing knowledge is power. Openness evidences confidence and honesty.*

- Information must be a corporate resource if we are to realise its full value.
- The public have a right to know that we are working effectively in their interest.

*We can publish as much of our workings as we are able, to the public and to each other.*

### **Dispose of redundant information**

*Information can be a liability as well as an asset.*

- Information kept past the needs of the business costs us money; we will have to maintain it for no purpose; it may breach the law; it may damage our reputation; it is more difficult to find if we are keeping too much.

*We can dispose of information if we no longer need it.*

*We can keep records of what we have disposed of or plan to dispose of so that we can justify ourselves if challenged.*

## **Appendix D – MetaModel**

This strategy is shown in context in the following model.

*Statutory drivers, National policy and strategy, audits, inspections and corporate underperformance drive the need for an IM strategy. The IM Strategy is informed by *information principles* from the Information Strategy and influences information systems and technology strategies through an *information architecture*.*

The IM Strategy is implemented through an *IM Business Change Programme* pursued by a *central IM function* and local *Information Managers*; the development of a professional specialism of *Information Management* is a key enabler.

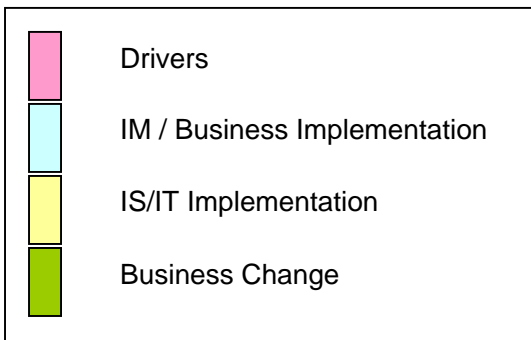
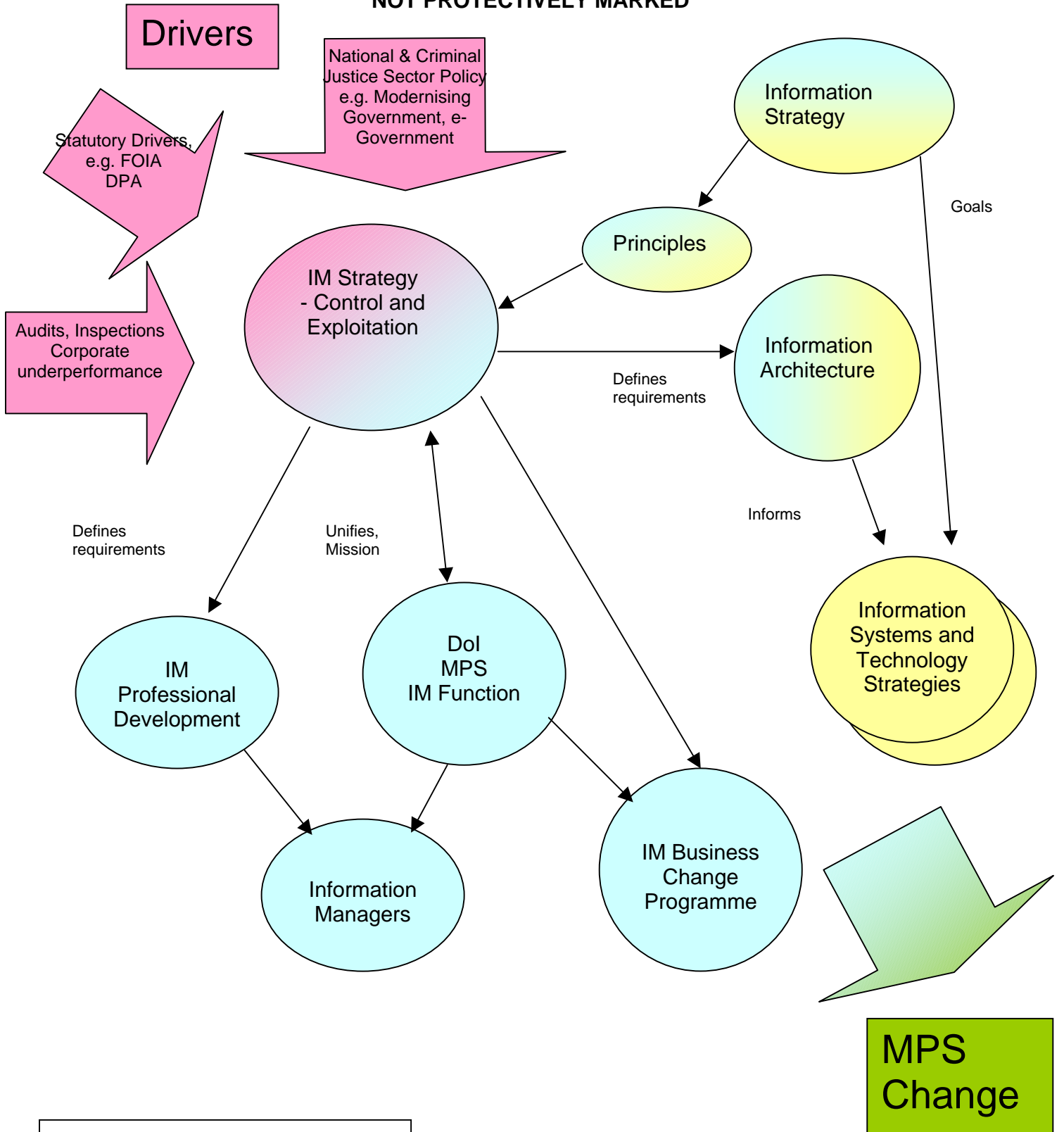


Figure 14 – Top Level view of IM Strategy in context (metamodel)