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<b>Summary</b>	This paper supports the MPS Information Management Strategy, one of the supporting strategies for the MPS Information Strategy.
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INFORMATION MANAGEMENT STEERING GROUP

## Information Management Strategy 2006 – 2011

**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.

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# 1. Introduction

## 1.1 Scope and Purpose

This is an MPS strategy which deals with management of *information* as an *essential business asset*. It provides the basis for business cases supporting investment for necessary IM business capabilities and business change; and informs other strategies dealing with the provisioning of business solutions and technology. This strategy updates the MPS Information Management Strategy 2005.

## 1.2 Method

The Information Management Strategy:-

- Analyses the current business context and proposes **goals\***;
- Describes a **vision** for an improved business environment;
- Describes the high level **enablers** necessary to achieve change.

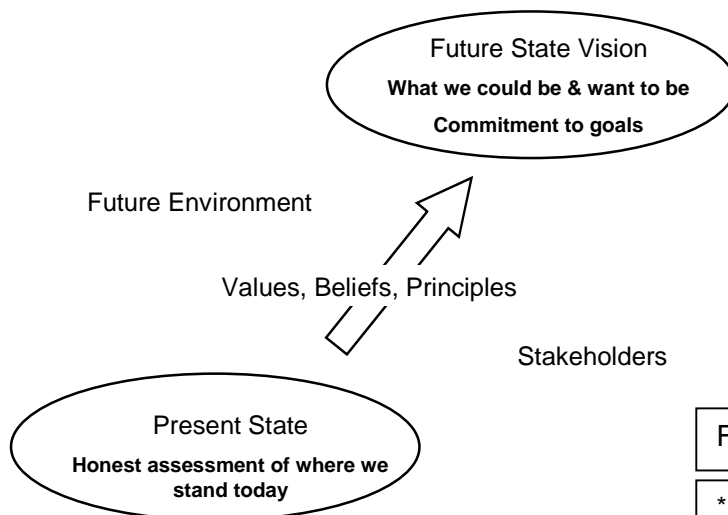


Figure 1 – Strategy Journey

\* - NB full analysis of the present state is not included in the management summary

## 1.3 Information Strategy Family

This strategy is one of three strategies which underpin the MPS Information Strategy. The Information Strategy provides a high level bridge between the MPS Corporate Strategy and the strategic business issues relating to information. Supporting this strategy are two other strategies which deal with how we organise information in systems and how technical standards can make its delivery efficient and effective. See the other strategies in this “family” for:-

### 1.3.1 Information Systems Strategy

Enabling the information requirements of MPS strategic priorities, outcomes and Met Modernisation Programme (MMP) critical components; requirements and benefits identification supporting information capture, analysis and enquiry; portfolio, programme and project management; process management.

### 1.3.2 Technology Strategy

A framework for smooth and transparent implementation of new and enhanced technology; technology strategies, architectures and standards.

## 1.4 Information is the Lifeblood of Policing

Use of information is vital to almost every activity in delivering a policing service to the capital. Along with our people, information is our most critical resource. Efficiency improvements in handling information can yield huge benefits. Conversely, under-performance severely impacts effectiveness. Information and how we use it is first and foremost a *business issue* rather than one of technology, but sound and innovative use of technology to get the right information to the right people at the right time, place and cost is critical to the effective use of information.

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

This strategy holds that the current MPS approach to information management is not sustainable.

Our information is a sea of islands, which is not capable of being controlled or exploited corporately and lack of confidence in its quality is a critical impediment.

This exposes us to risks such as:-

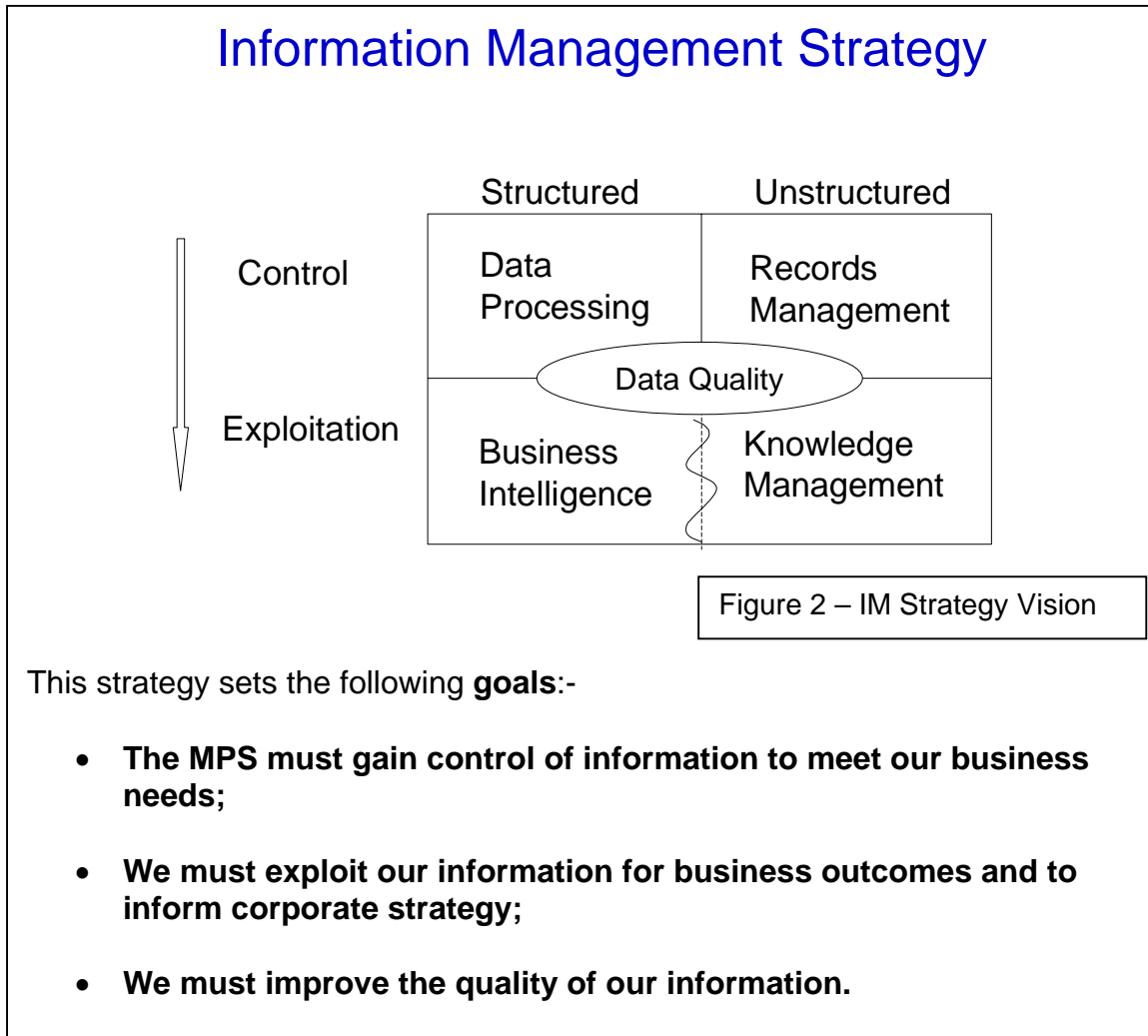
- Failure to exploit information to effect necessary policing outcomes;
- Failure to share information to the same ends;
- Compromise to police operations through poor quality or poor control;
- Litigation.

Increasingly, these issues are the subject of inspection and statutory control.

Acts and policies have been introduced as enablers and together with our partners we are expected to take up these enablers and to use them to deliver effective and efficient joint working. To do this we need a level of business sophistication, investment and culture which is not present in the MPS today. As we have introduced business infrastructures to manage finances and people better, so we now need the necessary business infrastructure to manage *information* adequately. This is not the same as managing *information technology*. We are currently *technology rich* and yet we are *information poor*.

We need a vision of an MPS better able to meet these challenges; and to build new capabilities and to change our organisation to reflect that vision.

## 1.5 Information Management – from Control to Exploitation



A **vision** must be adopted to achieve these goals. These involves:-

- Obtaining “one whole view” of information through:-
  - Joining up our policies to reflect real-world issues;
  - Joining up formats and sources of information.
- Using principles to describe how our information, organisation and behaviours need to change and which give us a vision of the goals.

The **enablers** for the strategy are:-

- Marketing the MPS Information Management vision, internally and externally;
- Evolving new corporate capabilities supporting that vision;
- Business change to deliver the strategy goals.

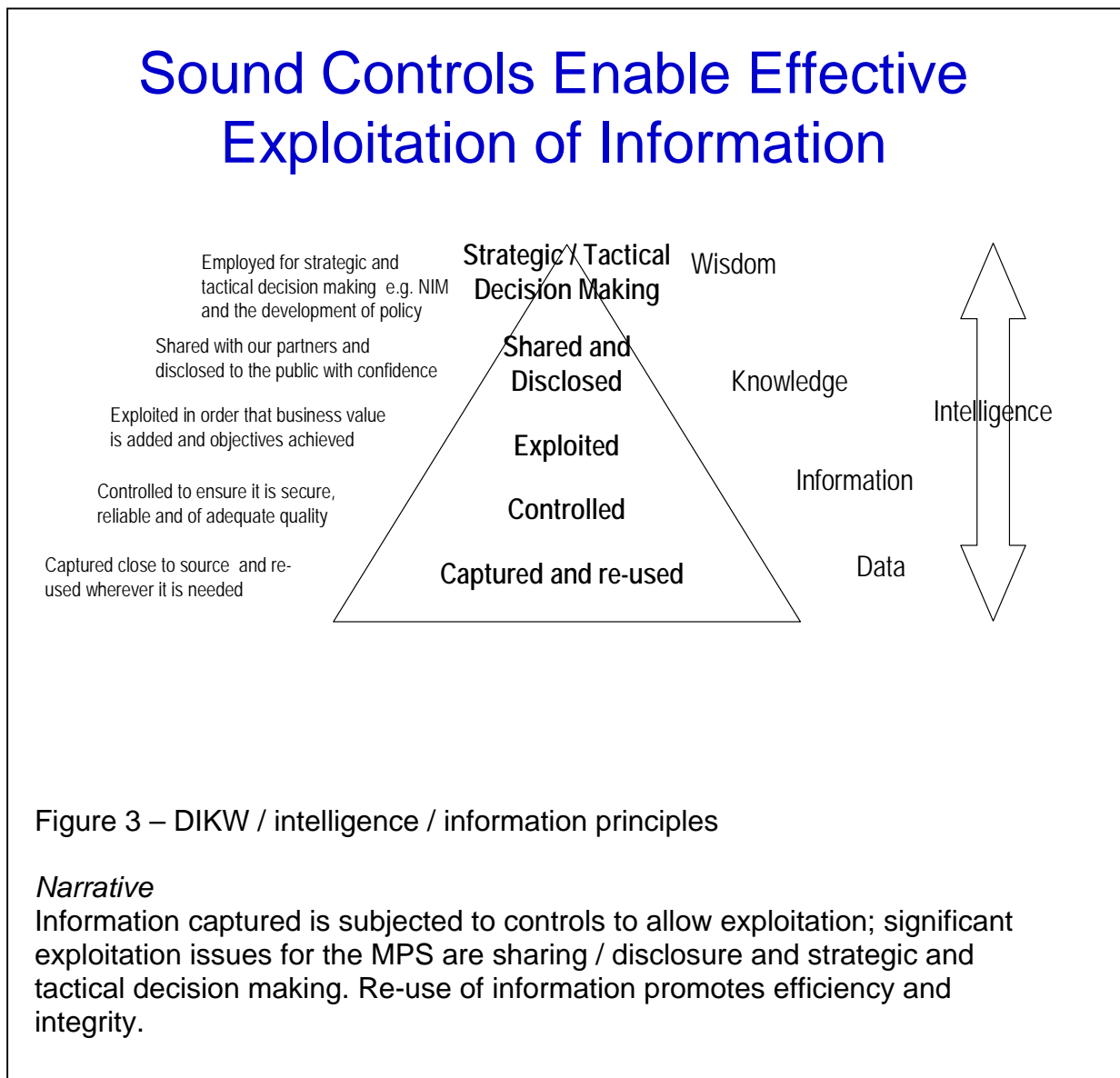
## 2. Goals

### 2.1 Controlling Information to Meet Business Needs

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

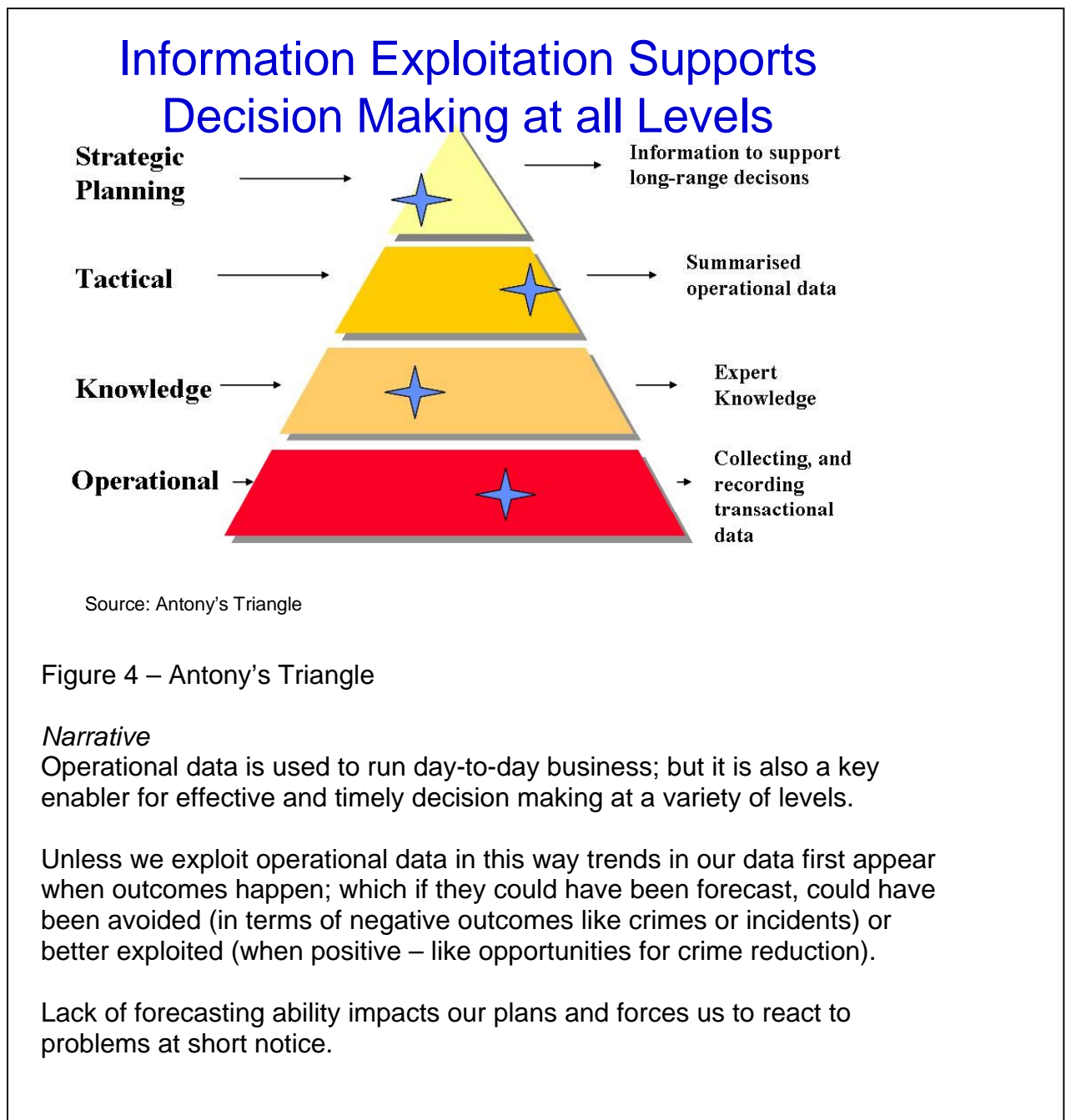
But unless we apply appropriate **controls** to achieve confidence in sharing, involving effective *security* and *quality* improvements we will expose ourselves to unacceptable *cost* and *risk*.

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



## 2.2 Exploiting Information for Business Outcomes

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



## 2.3 Improving Data Quality

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

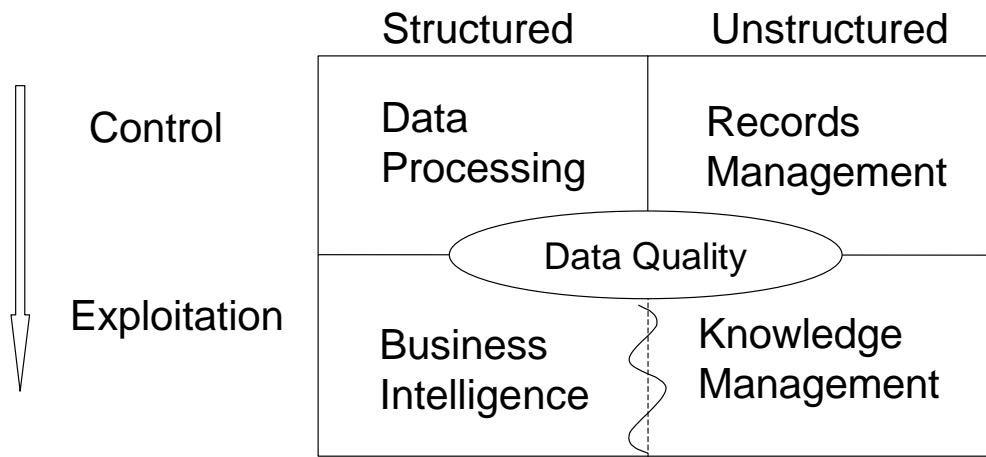


Figure 5 – Data Quality supports control to exploitation

*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.

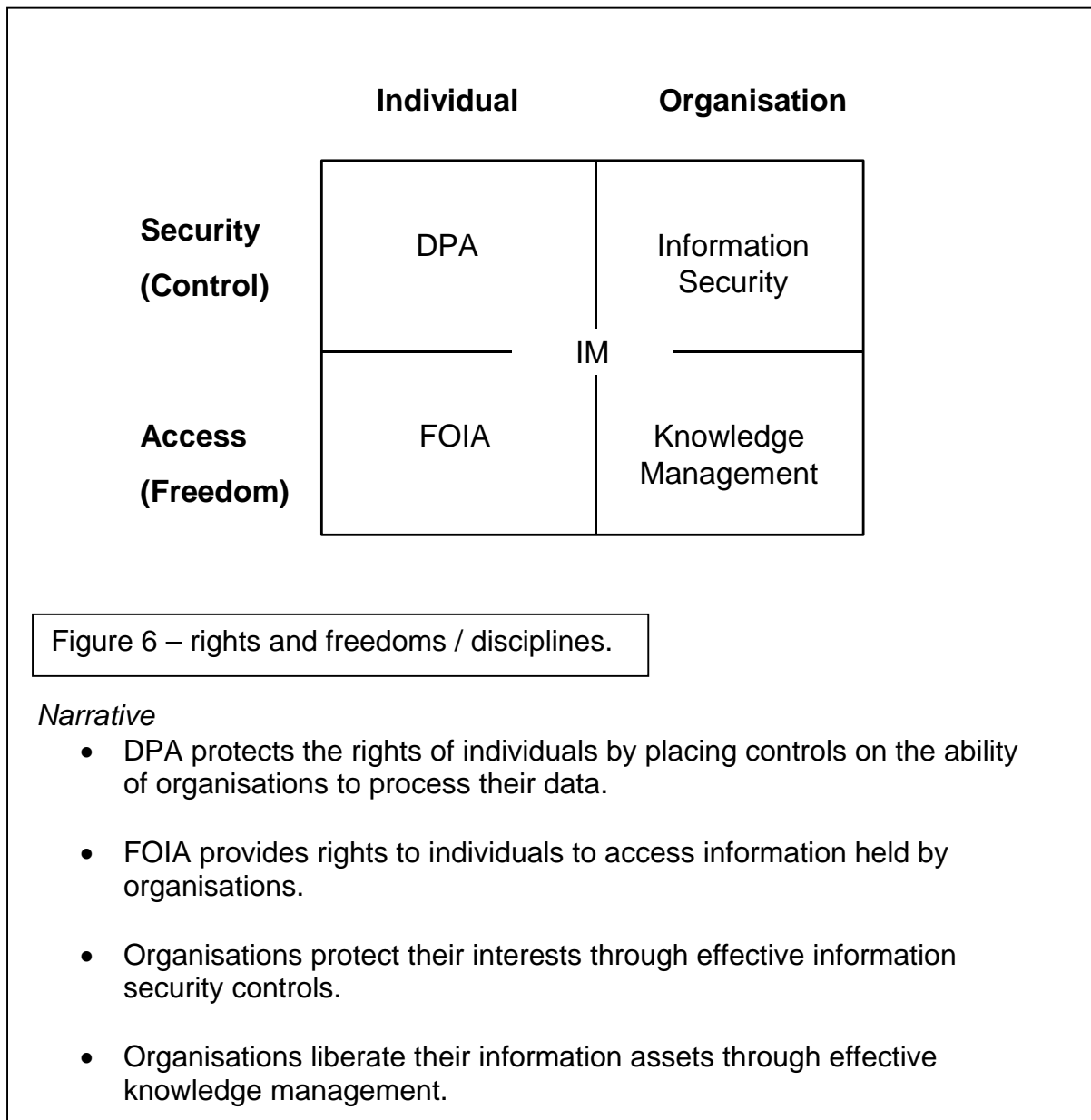
### 3. Vision

#### 3.1 One Whole View – Standardised, Simplified, Corporate Information

##### 3.1.1 Our policy must balance security of operations and rights and freedoms

Information must be **trusted, accessible** and **usable (see principles)**.

*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.



**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 our policy development and supporting disciplines together can we achieve joined up thinking – a “whole view”.**

### 3.1.2 Joining up policy to control information

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.

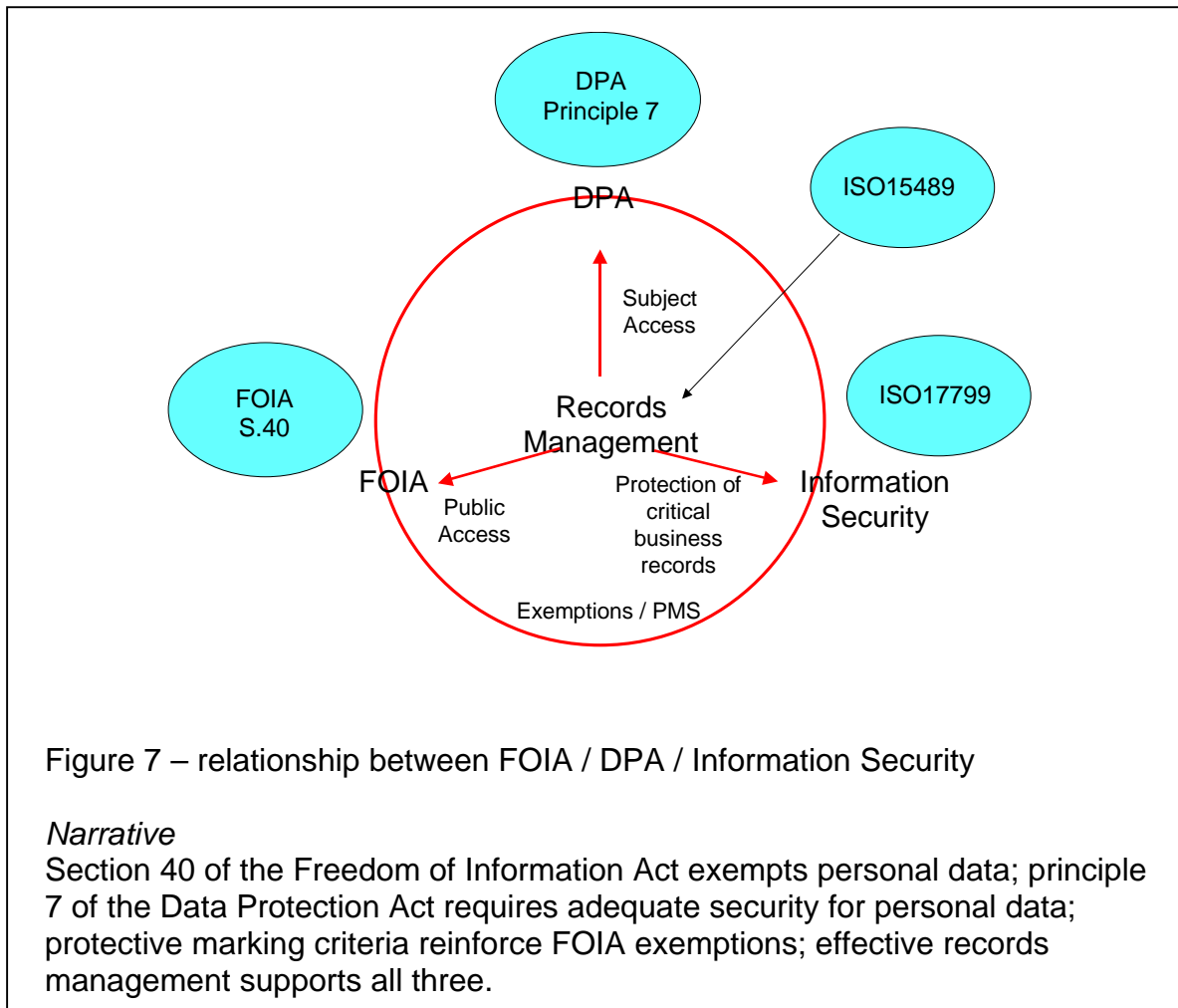


Figure 7 – relationship between FOIA / DPA / Information Security

#### *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 relationship between these Acts and standards can be complicated. We need to introduce tools and processes which make them easier to apply, and to manage circumstances where their demands conflict.

#### Notes –

DPA = Data Protection Act 1998

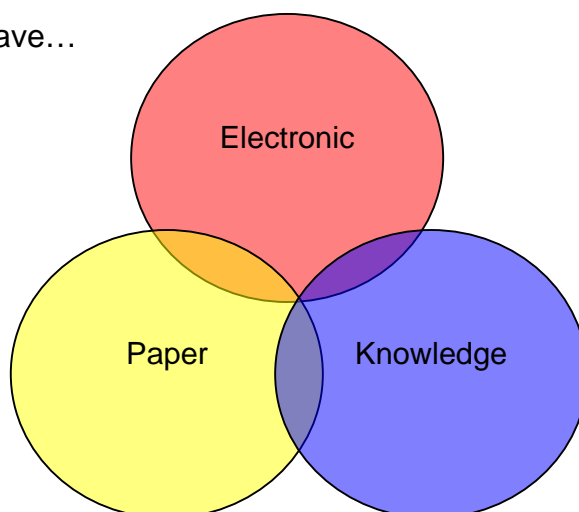
FOIA = Freedom of Information Act 2000

ISO 15489 = International Standard for Records Management

ISO 17799 = Code of Practice for Information Security Management

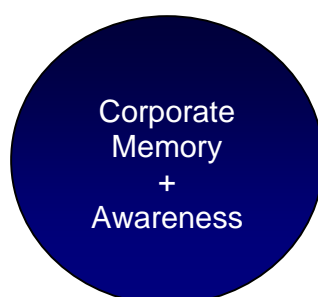
### 3.1.3. Joining up formats and sources of information

At present we have...



...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.

***Narrative***

**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.**

Figure 8 – Converging Formats

### 3.2 Information Principles – describing where we want to be

We can use principles to describe how our information, organisation and behaviours need to change and which give us a vision of the goal. We must be able to see:-

*MPS **information** as trusted, accessible and usable via a set of information principles;*

#### *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 cost and 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 with agility;
- Presented in context, in the best way possible;
- Used and understood by a skilled workforce.

*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:-*

- **S**ecure and protect valuable information;
- **O**ne version of the truth;
- **R**evue information over time;
- **T**hink of finding when storing;
- **E**xpect to share information;
- **D**ispose of redundant information.

Sound principles for information also support our ability to use information as intelligence. Our view of these concepts is described in the Appendix.

## **4. Enablers - What we are going to do**

Information Management Group will drive delivery of this strategy.

### **4.1 Marketing the MPS Information Management vision**

We will set out the vision for MPS IM and communicate it to our staff and partners. We will use it to define our end-game and to inform our progress toward our goals. Specifically we will use:-

- Information principles to design our business solutions;
- Organisation principles to organise and champion business change
- Behaviours to modify culture and inform policy and processes.

### **4.2 Evolving new capabilities to support the vision**

We will:-

1. Develop an IM professional specialism with industry leaders and seek to provide thought leadership on IM issues;
2. Consolidate the MPS Information Authority, champion good IM practice including reduced re-keying, data quality improvement and records management improvement, extending over time to all MPS information;
3. Review the role of MPS local Information Managers to ensure the capability meets MPS business needs and good practice;
4. Build an MPS information architecture to enable effective use of MPS information and the application of policy;
5. Define / refine a model of legal and policy issues which apply to MPS information;
6. Introduce a governance framework for information;
7. Build a capability to model MPS information, enabling reduced re-keying and sharing;
8. Develop MPS business intelligence capabilities;
9. Build on the establishment of the new information sharing capability, market it to the MPS and ensure that it is sustainable;
10. Build on the DoI Knowledge Management strategy and introduce an MPS-wide KM capability;
11. Introduce capabilities for management of master reference data including identity and spatially referenced data;
12. Introduce measures to ensure compliance with the full breadth of MPS information policy issues;
13. Comply with the ACPO / ACPOS Community Security Policy.

### **4.3 Business change to deliver the strategy goals**

We will

1. Deliver a major business change programme to introduce the Bichard Management of Police Information (MoPI);
2. Move MPS records management from current reliance on paper records to electronic content management, preserving integrity of processes and maintaining necessary evidential weight;
3. Introduce improvements to manage the legacy of paper records;
4. Deliver a programme of targeted data quality improvements;
5. Introduce IM awareness and infrastructure improvements.

## Appendix: Terminology

The word “information” is used throughout this strategy to mean a range of concepts 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 over time we aggregate this 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**.

Description	Concept	Intelligence – information processed for analysis which has a predictive value and may be of evidential worth.	Policing example
Raw material; symbols, numbers, letters – without context or specific meaning	<b>Data</b>	Intelligence – information processed for analysis which has a predictive value and may be of evidential worth.  All information can become intelligence when it is developed as part of an evaluation process to inform tactical and strategic decision making	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 10 – DIKW and Intelligence

### Information Management

*“The associated people, policies, processes, structures and tools necessary to meet the information 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 – aids to enforce 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”*.