

Information Management – an approach to delivery

Tony Meehan

13 October 2011



Information management describes the means by which an organisation efficiently plans, collects, creates, organises, uses, controls, disseminates and disposes of its information, both structured records and unstructured information; and through which it ensures that the value of that information is identified and exploited to the fullest extent, both in support of its internal operations and in adding value to its service delivery functions.



Office for Government Commerce

About DWP....

- Close to 100,000 people work in DWP - mostly in front-line delivery roles working in Jobcentres, Contact Centres, Benefit and Pension Delivery Centres
- Every working day DWP:
 - takes some 15,000 job vacancies and processes over 830,000 job searches via the internet
 - helps over 6,000 people move into work
 - conducts over 50,000 adviser interviews to help people prepare for work
 - makes around 2.8 million benefit payments and processes over 20,000 new benefit claims
 - processes over 2,700 applications for State Pension and over 1,100 claims to Pension Credit
 - oversees around 3,300 new or renewal claims for Disability Living Allowance
 - visits over 2,500 customers



More about DWP....



- The Department is delivering an extremely ambitious agenda of reform which aims to create a new welfare system for the 21st century:
 - Introducing a new *Universal Credit*
 - Put in place a single *Work Programme*
 - Reforming the *private and state pension* system; and
 - Introducing *Work Choice* and a *Right to Control*

And at the same time we have embarked on an exercise to transform the make-up of the Department to better enable to meet these challenges.

<http://www.number10.gov.uk/wp-content/uploads/DWP-Business-Plan1.pdf>

Information's contribution....

- Information is at the heart of everything we do in DWP. Across the Department, we use it daily to:
 - Shape our policies & strategic direction
 - Help people move into work,
 - Handle customers' pension & benefit claims; and to;
 - Tell us how well we are doing
- We use and rely upon a huge amount of information:
 - Customer personal and benefit data
 - Personal data about ourselves and our staff
 - Management & performance information, & business intelligence
 - Statistical, research & survey information
 - Policy papers, ministerial and parliamentary documents



Adopting a risk based approach.....

- Information and Data Security is important and essential, but so to is realising the value of assets
- We needed to develop an infrastructure, maximising existing coverage of security and assurance
- Risk management gives focus to a key channel of strategic activity:
- Approach predicated upon:
 - Obtaining a cross business view of key areas of potential exposure and risk
 - Developing and agreeing enterprise wide profile of Information Management risk
 - Ensuring a high level of visibility and acceptance of key information risks



So what do those risks look like.....



- We fail to identify and fully exploit opportunities for making the best use of information (through its controlled reuse and sharing)
- The processes for authorising the sharing/transfer of information prevent exploitation or are not complied with
- The data/information we use (i.e. for operational use and decision making) is incomplete, inaccurate or out of date.
- The integrity, availability and usability of information is lost due to digital obsolescence and changes in technology, operation and organisation

Translating into key strategic principles....

- **Exploitation and re-use**
- **Knowing what we have**
- **Improving information availability**
- **Improving our information architecture**
- **Improving our information governance and capability**



And some key strategic deliverables

Exploitation and re-use

- Tell Us Once - use many times; Universal Credit - interface with HMRC

Knowing what we have

- Developing a richer Information Asset Inventory (in itself supporting exploitation, lifecycle management and digital continuity)

Improving information availability

- Moves to digital channels; making data visible and available

Improving our information architecture

- Building iteratively against priority deliverables e.g. Universal Credit

Improving our information governance and capability

- Leaner governance, combined information risk management, integrated assurance & measurement

Future challenges....

- Universal Credit and our wider welfare reform agenda is huge....
- Cross-government strategic developments e.g., ICT strategy and Open Data agendas...
- Desktop transformation – updating our KIT and capability...
- Public sector transformation...



Any questions?

