Leicester
City Council

P&VFM Scrutiny   **3rd July 2008**
Cabinet   **14th July 2008**

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The Council's Information Management Strategy – *Making Information Work*
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REPORT OF THE SERVICE DIRECTOR (INFORMATION)

1.   The Council's Information Management Strategy

This is the council's first Information Management Strategy. It outlines the
development of an environment where staff and partners have ready access to the
tools and information necessary to do their job effectively and efficiently, anywhere
and at anytime, to deliver the council's One Leicester agenda.

The strategy (attached) reviews the current position within the Council together with
the drivers for change and sets an ambitious programme of activities to begin to
Make Information Work for the Council.

2.   Recommendations

Members are recommended to:

2.1   Agree the aims and objectives of this first Information Management Strategy
        2008 - 2011.

2.2   Agree the priorities and outcomes attached as Appendix A to this paper.

3.   Report

3.1   Making Information Work

The council depends on Information to function effectively and to support service
delivery and the decision making processes. Weaknesses have been identified in
the quality of the information we hold and the processes that both assure the
quality of information and protect the council from risk. By recognising information
as a key strategic resource and setting a work programme to resolve known issues
and transform existing processes we hope to *Make Information Work* for the
Council.

3.2   Our Aim

   To develop an environment that encourages and supports the effective

management of information, with a more informed workforce that spends more time using data than searching for it, and where staff and partners have ready access to the tools and information necessary to do their jobs effectively and efficiently.

3.3   Objectives of the Information Management Strategy 2008 - 2011

Information takes many forms and includes information stored on computers, transmitted across networks, printed out or written on paper, sent by fax, stored on tapes or diskettes or spoken in conversation or over the telephone.

The volume of information that we hold in both paper and electronic form is extensive and in total is projected to grow at a rate of 15-20% per year. A survey carried out in June 2006 estimated that our paper archives held some 12.64 miles of paper. These archives are costly to maintain and it is difficult to find information within them. We also currently hold some 50 terabytes of information in electronic form (in the region of 100 million A4 pages of information) whilst, to put this into context, the National Archives holds 65 terabytes. Our initial analysis of the information held has shown that much of it is out of date and that there is significant duplication.

There are many drivers for reducing the volume of information that we hold and improving its quality and accessibility and these are detailed in this strategy. Because of the sheer size and complexity of the council and the behavioural change and the management systems and procedures necessary to transform the way it handles information, it will take some time to implement and potentially years before any significant efficiency improvements materialise. The purpose of this strategy is to lay the foundations for the ambitious long-term programme to "*Make Information Work*" for Leicester City Council and to outline the initial steps that will contribute to this change.

The strategy focuses on three main priority areas as follows:

- Data quality and security – addressing issues of data quality and security of both electronic and paper based information.
- Partnership working – review of the methods used to collaborate and share information with partner organisations.
- Information Management tools and processes – document management, e-mail, Intranet and finding information.

The strategy also recognises that LCC lacks adequate Information Management and Records Management policies and procedures particularly in relation to data quality. We propose to address this issue by reviewing both the requirements placed on the council and published best practice in this area, such as the Audit Commission report on data quality, and to develop new Information Management standards, policies and procedures

Listed below is **what we aim to achieve by 2009:**

- Have in place a corporate electronic document records management system that for the initial adopters has enabled the easy retrieval, searching and capture of information and have significantly reduced the time taken in finding information and in dealing with compliance requests.
- Have developed policies and procedures to support information management and reducing the risk of criminal and civil proceedings for Information Governance
- Have established clear roles and responsibilities for Information Management
- Hold less information in our paper and electronic stores, that is better organised and of better quality, improving our understanding and effectiveness of service delivery, and improving our decision making.
- Have fewer paper archives and will have released up to 200 square metres of office space.

By 2011 we aim to:

- Have high levels of awareness of the policies and procedures that are in place to support information management. The policies and procedures will be adhered to and regularly reviewed.
- Have released up to 2,000 square metres of office space.
- Know as a result of rigorous audit that our information systems protect the information they handle, function as they need to, when they need to and under the control of legitimate users.
- Have a more flexible workforce where an individual's knowledge is not locked in their head and in their papers but is safely recorded in easily accessible and secure knowledge bases.
- Have in place tools that enable the easy retrieval, searching and capture of information and data which will have significantly reduced the time taken in finding information and in dealing with compliance requests.

3.4   Context

3.4.1 Vision For Leicester

The One Leicester vision sets out how, over the next 25 years, we will transform Leicester into Britain's sustainable city.

This Information Management strategy will contribute to One Leicester by providing systems and processes to support joint working and effective decision making. It will also contribute to the council massively reducing its use of paper. E-collaboration tools will facilitate joint working remotely across different sites to drive up service efficiency and positively contribute to reducing the council's carbon footprint. Furthermore the roll out of EDRMS solutions will facilitate flexible working solutions that will be crucial to the council delivering its new ways of working agenda.

3.4.2 e-Transforming Leicester

This Information Management strategy is one of a family of strategies within the e-transforming Leicester Strategic Framework. This framework is about using information and communication technologies to improve the way we work and to modernise the way we provide services to the public.
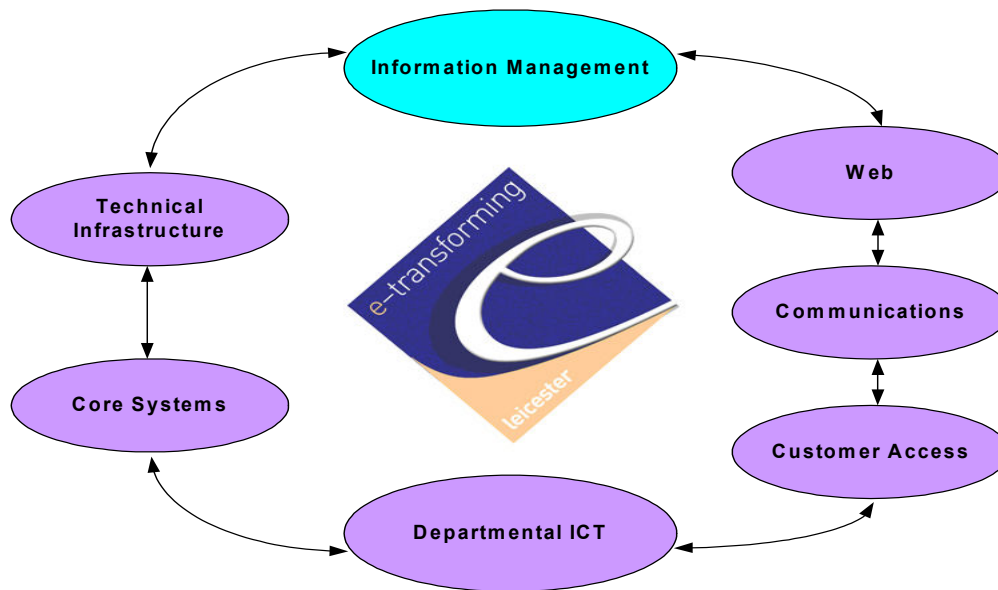
4. Governance Arrangements

The Service Director responsible for Information Management is Jill Craig, Service Director (Information).

The implementation of the strategy will be managed as a series of projects within a Programme, which will be subject to robust PRINCE II project management arrangements.

The Programme will be directed by Marlo Valente, Head of ICT (Resources and CEO).

The strategy will be reviewed annually.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications
(Author: Andy Morley, Head of Finance; Resources Dept)

The 2008/9 – 20010/11 revenue budget included growth items for Information Services in support of the development of Information Management as follows:

Growth item	2008/09 £'000	2009/10 £'000	2010/11 £'000
Data / document retention	100	100	0

This is being used to fund a temporary Information Management Team. A permanent funding solution will need to be identified. There is also an ongoing capital scheme for the development of a corporate Electronic Document & Records Management System (EDRMS). This has revenue implications which are currently being met by the services adopting its use.

5.2   Legal Implications

(Author: Rebecca Jenkyn, Senior Solicitor/Team Leader, Commercial and General, Legal Services)

There are no legal implications arising directly from the Recommendations in this Report other than generally to note that the Officers working to implement the ICT Strategy are to work together with Legal Services and the Corporate procurement team to ensure that its aims are fulfilled in accordance with the law in this area.

6.   Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Opportunities	NO	
Policy	NO	
Sustainable and Environmental	Yes	Para 3.4.1
Crime and Disorder	NO	
Human Rights Act	NO	
Elderly/People on Low Income	NO	

7.   Report Authors

Marlo Valente
Head of ICT (Resources and Chief Executives)

Jill Craig
Service Director, Information

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

APPENDIX A   **Information Management Strategy 2008 – 2011 - Priorities and Outcomes**

Current priorities:	Outcomes
• Partnership working o Improving the way we share information and collaborate with our Partners.	• Reduced risk of service failure and service inefficiencies by having systems which allow us to effectively collaborate and share information with our partners.

• Data Quality and Security
  o Network File Storage – Reviewing the availability and use of shared file areas to improve the way we share information and to remove duplicated and redundant information
  o Identity management – the adoption of an ID management framework.
	• Have information systems that protect the information they handle and function as they need to, when they need to, under the control of legitimate users.
	• Hold less information in our paper and electronic stores, that is better organised and of better quality, improving our understanding of service delivery and effectiveness, and our decision making.

• Information Management tools and processes
  o Document management – implement corporate EDRM system
  o E-mail – provide guidance on email use and archiving
  o Intranet – The development of Insite as the single point of access to all corporate information.
  o Finding Information – Ensuring that people can easily access the exact information they need, when they need it.
	• Have fewer paper archives and will have released up to 2,000 square metres of office space. (The equivalent of approx. 2 floors of NWC B block)
	• Enable the easy retrieval, searching and capture of information and data which will have significantly reduced the time taken in finding information and in dealing with compliance requests.
	• Have the ability to find accurate information quickly allowing an individual to spend less time obtaining information and more time using it, and hence be more effective and efficient.
	• Have a more flexible workforce where an individual's knowledge is not locked in their head and in their papers but is safely recorded in easily accessible and secure knowledge bases

• Standards, policies and procedures o Review of our policies and IM governance arrangements and the development of new Information Management standards, policies and procedures	• Improved and demonstrable compliance with IM, Records Management and Data Quality policies and guidelines that reduces the risk of criminal and civil proceedings