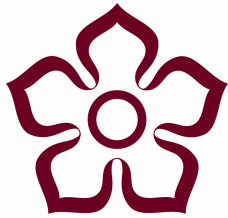


# Leicester, Britain's most sustainable city - the next 25 years

Great People

New Prosperity

Beautiful Place



Leicester  
City Council

*Information Services*

## **Information Management Strategy 2008-11**



*Making Information Work*

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Prepared by: Marlo Valente

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**Quality Services**

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## 1. Introduction

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 Our initial analysis of the information held has shown that much of it is out of date and that there is significant duplication.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.

This is the council's first information management strategy and includes a detailed analysis of our current strengths and weaknesses in the context of our ambitions for improvement. The strategy proposes a package of measures over a three year period and includes a summary work programme for 2008/9 which focuses on the pre-requisite steps to move us towards our vision.

## **2. Our Approach to Information Management**

### **2.1 Our vision**

#### **To Make Information Work**

### **2.2 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.**

### **2.3 Objectives of the Information Management Strategy – 2008 - 2011**

By 2011 we will:

- 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.
- 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 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 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.
- 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.

### **2.4 Scope**

The strategy applies to all information held by the council, both electronic and paper based.

It applies to the tools and processes for the creation, management, dissemination and use of information within the Council and to the sharing of information with partners where necessary.

### **3. Context**

In this Strategy Information is defined as the result of processing, manipulating and organising data in a way that adds to the knowledge of the person receiving it. Data is defined as a collection of organised information, and these terms are used interchangeably throughout this document.

#### **3.1 Vision For Leicester**

The One Leicester vision sets out how, over the next 25 years, we will transform Leicester into Britain's sustainable city. The activities outlined in One Leicester are intended to improve the quality of life of all the people of Leicester and to contribute to the achievement of sustainable development in the UK through action to improve economic, social and environmental well-being across the city. More specifically the strategy has been developed to:

- Articulate the aspirations, needs and priorities of the people of Leicester
- Help co-ordinate the actions of the council, the police, the PCT, the learning and skills council and the numerous other public, private, voluntary and community organisations across the city;
- Focus and shape the activities of those organisations so that they effectively meet the needs and aspirations of the people of Leicester; and
- Contribute to the achievement of sustainable development locally, regionally, nationally and globally.

It proposes that we will work to co-ordinate the design and delivery of services across service providers and that we will improve joined up working through a joint leadership development programme open to all partners across the city. This programme will be designed to build strong working relationships between organisations as well as ensuring that all senior officers and council members have an improved capacity to work together to lead the transformation of the city.

This Information Management strategy supports this vision by providing systems and processes to support joint working and effective decision making. It will contribute to the sustainability agenda by reducing the council's 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.

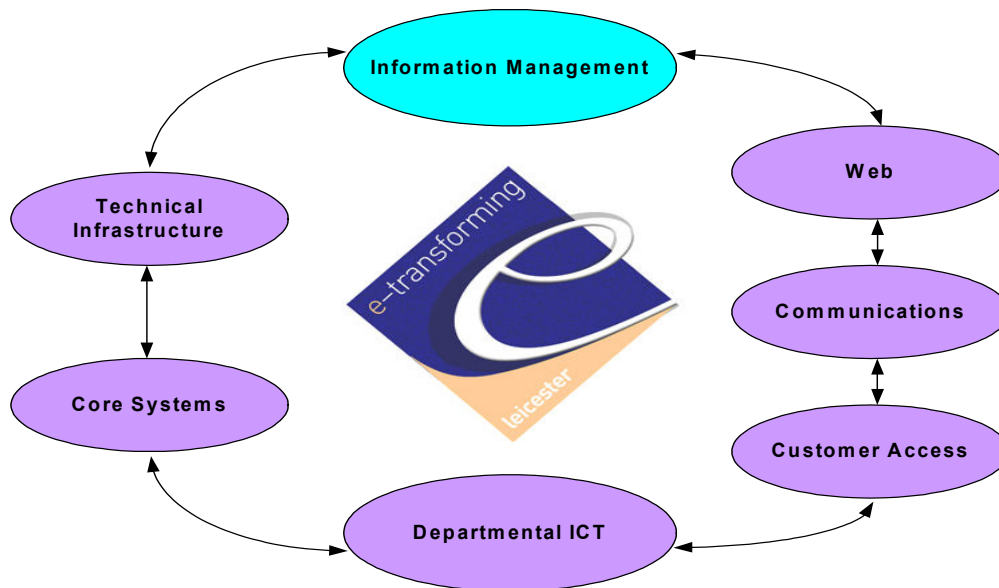
Furthermore the roll out of EDRMS solutions will facilitate flexible working solutions that will be crucial to the council delivering its new ways of working agenda.

We will continually review the contribution of the information strategy to One Leicester as the vision develops and changes through time

#### **3.2 E-Transforming Leicester**

This 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.



### 3.3 Where We Are Now

The following Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis of information management practices in LCC has been compiled from discussions with key stakeholders and from information gathered during a survey carried out in June 2006.

#### Strengths

- S1 - An audit carried out in 2006 observed many instances of good information management practice within the Council. Good practice ranged from systems providing real benefits to LCC staff and to the public; to teams managing their information carefully; to staff members concerned about existing issues and trying to find a way to improve their information.
- S2 - Internal Audit carry out regular system audits of the council's core ICT applications, the implementation of any recommendations are closely monitored.
- S3 - Business continuity and disaster recovery arrangements exist for most core ICT systems and arrangements are being developed to ensure regular testing.
- S4 - We have comprehensive and rigorously applied IT security policies to manage the integrity of the council's infrastructure and information.
- S5 - We have well defined policies and procedures for the handling of information requests and meeting its legal obligations in the Information Rights and Sharing fields.
- S6 - We are working with partner organisations to share best practice and to develop information sharing protocols.

#### Weaknesses

- W1 - We lack clear corporate governance arrangements for the management and accountability of information quality.
- W2 - We lack comprehensive corporate policies and procedures to ensure the quality of information.
- W3 - Whilst use of the intranet is growing much of our information is still circulated in printed form and the majority of our forms are still paper based.
- W4 - We have a number of electronic document management systems in place but do not have a common standard system.
- W5 - Much of our information is still held in paper form in costly paper archives and is consequently difficult to find. A survey carried out in June 2006 estimated that our paper archives held some 12.64 miles of paper.
- W6 - Emails created as part of a business activity e.g. negotiation with a supplier, are not routinely stored securely outside of the email system.
- W7 - Information we hold in electronic form is also difficult to find as we have few structured e-document stores and much of the information held is redundant or duplicated.
- W8 - Evidence suggests that the use of network document storage is mixed across the council and that despite the strictures of the ICT Security Policy, much electronic information is stored on local hard-drives. Much of this information is not accessible to other staff when an employee is on holiday or sick leave and is not protected by regular backups.
- W9 - Basic employee and asset data (name, location etc) is held in numerous systems across the council. None of these systems are connected to the council's HR system meaning that arrangements for maintaining this data and access to information are inefficient and open to error.
- W10- We have several different approaches to sharing information electronically with our partners which have limited functionality and are proving inefficient to support and maintain.

#### Opportunities

- O1 - Good organisation and storage of information facilitates easy retrieval, searching and capture of information and data. It also underpins information security and access arrangements. This applies across the business, including front line service delivery information, financial information, staffing and resourcing information. Improved availability of information in these areas through standardised organisation, storage and synchronisation, helps to improve understanding of service delivery and effectiveness, and improve decision making. This is facilitated by tools, techniques and policies. Reporting facilities for reviewing quality and intelligence in data and information are particularly important.
- O2 - An often quoted research statistic is that people spend 50% of their time looking for information and only 15% of their time reading it. Technology can provide an ability to obtain much of that information via a single simple request, and then carry on working while it is found. This would ensure that information is obtained quickly, and is current, hence the work is more likely to be effective.
- O3 - The ability to find accurate information quickly would allow an individual to spend less time obtaining information and more time using it, and hence be able to cover a greater volume of productive work.

- O4 - Effective information sharing is one of the most useful ways of enhancing workforce efficiency. Information sharing increases the flexibility of a workforce. If an individual's knowledge is locked in their head and in their papers then it is very hard and inefficient to swap roles or move somebody new into a role. If their knowledge is safely recorded in an easily accessible knowledge base, then somebody else can very easily pick up those reins and allow the original job-holder to move into another role. This increased flexibility will certainly enhance both quality and productivity.
- O5 - Compliance with legal requirements for access to information such as in the Freedom of Information or Data Protection acts places an obligation on the council to manage and access information. Better information management would reduce time taken in finding information and in dealing with compliance requests.
- O6 - Paper archives are expensive to maintain in terms of the space that they take up. A survey conducted in June 2006 identified the opportunity to reduce our paper archives by some 5,000 square metres with a Council wide deployment of a document management system. To put this into context it equates to approx 4.5 floors of the New Walk Centre.

#### Threats

- T1 - The projected growth in paper based information will put additional pressure on LCC buildings to accommodate the extra files.
- T2 - Following the loss of personal data by the HMRC the Information Commission is to be given new powers to inspect the Council. Such an inspection may result in adverse publicity as was the case with Nottingham City Council in November 2007 when they were criticised for their failure to put records management policies and guidance in place.
- T3 - The introduction of new systems requiring user authentication such as the EDRMS system, HR Self Service and the Resource Management system will add further pressure to our limited identity management systems and processes. This will be further compounded by the expected growth in partnership working which currently relies on separate user accounts and passwords for access to partnership collaboration workplaces. The effort expended in managing this duplicated user data and the inherent information security risks are extensive.
- T4 - The risk of having a detrimental effect on the Council's Comprehensive Performance Assessment rating and its aspirations to improve
- T5 - The risk of criminal and civil proceedings for Information Governance.

### **3.4 Influences/Drivers for Change**

The SWOT analysis details the internal influences and drivers for change and this strategy looks to build on the strengths and opportunities identified and to tackle the weaknesses and threats. The external influences that govern this strategy in the context of Information Management are:

The Local Government White Paper (2006):

- Sets the challenge for local authorities to be a strategic leader of public services and a 'place-shaper' focused on improving the socio-economic success in their communities.



- Indicates the need to understand our communities better, in order to be able to respond to their needs.

A new performance management framework (Comprehensive Area Assessment):

- Quality of information and data is now a crucial part of the assessment framework.
- Quality of information and data is important to ensure that we have an accurate understanding of community and individual needs, and support service design and delivery in responding to those needs.

The Gershon Review

- Outlines the need to develop a better understanding of our resource use and deployment.
- Information on resource use and deployment needs to be accessible, and of sufficient quality to accurately assess our needs.

Transformational Government:

- Outlines the importance of developing shared service operations across partners.
- Having consistently defined standards, responsibilities, protocols and high quality information and data is crucial to providing the foundation and authority to develop shared services.

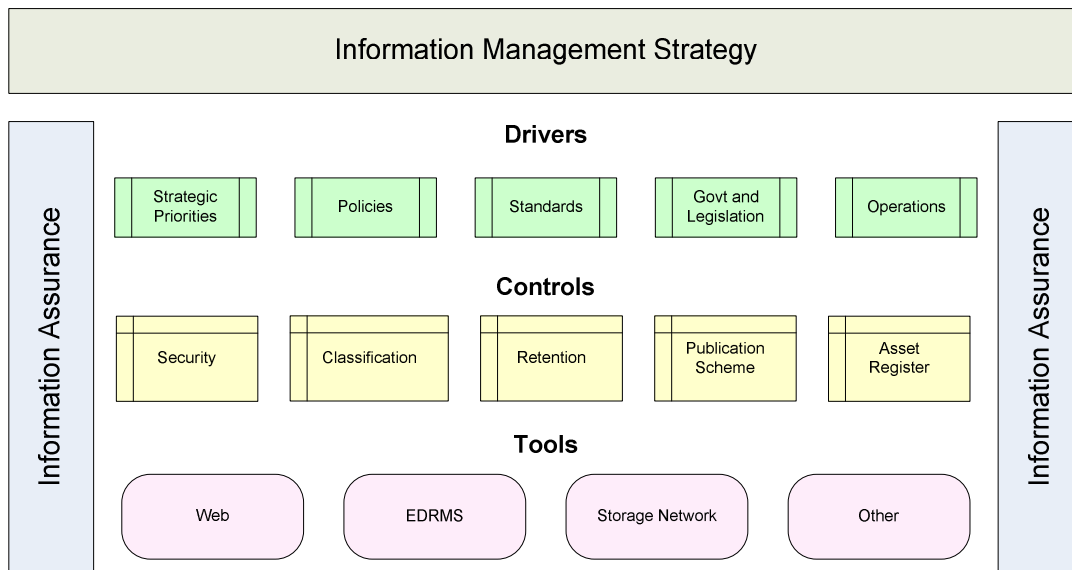
Varney Report on Service Transformation

- Highlights the importance of information management and Governance in transforming service delivery, and developing the capabilities to 'join up' service delivery between partners across channels.
- Emphasises the importance of identity management, and ensuring the rights of individuals are maintained, whilst being able to share channels of delivery.

The National Information Assurance Strategy

- Emphasises that Information is a valuable asset that must be safeguarded and that information held by public authorities, especially personal information, must be held securely, maintained accurately, available when necessary and used appropriately.
- Sets out a coherent approach to managing information risk by making it an integral and effective part of normal business process.

The diagram below, shows the relationship between the drivers that shape the strategy and the controls and tools that support it. It also illustrates the all important role of Information Assurance. Information assurance is overarching and is defined as the confidence that information systems will protect the information they handle and will function as they need to, when they need to, under the control of legitimate users.



#### 4. Roles and Responsibilities

The implementation and maintenance of this strategy will be led by Marlo Valente, Head of IT (Resources and CEO).

The Town Clerk has overall responsibility for information management within the Council. Three teams within the Resources Department work collaboratively to ensure that the Council meets its legal and business obligations with regard to the effective use and management of all its information, in whatever formats it exists. These are defined below and they are:

- Information Management – reporting to the Director of Information Services (new function established November 2007)
- Information Governance – reporting to the Director of Legal Services
- Information Security - reporting to the Director of Information Services

The three teams work with internal audit to carry out Information Assurance processes to confirm that information systems will protect the information they handle and will function as they need to, when they need to, under the control of legitimate users. They also work collaboratively on any changes that may be required as a result of changing drivers or circumstances e.g. following the loss of personal data by the HM Revenue and Customs in 2007 all three teams worked together to review policies and controls, strengthening them where necessary and issued a revised Information Security policy and new staff guidelines.

The implementation of Information standards, policies and procedures within Departments are coordinated via an Information Governance working group led by the Head of Information Governance.

##### 4.1 Information Management

Information Management (IM) is responsible for developing and managing the tools and processes that enable staff to manage their information from creation to its disposal.

IM is also responsible for developing, implementing and maintaining the corporate IM policies, procedures and standards that underpin the effective and efficient creation, management, dissemination and use of information. They provide IM support and advice to staff and managers and proactively take measures to identify and manage the Council's Information assets.

This is a new function within Information Services headed by Marlo Valente, Head of IT (Resources and CEO). Appointments were made late in 2007 to the new posts of Records Manager and EDRMS systems administrator within this team. These posts were funded on an interim basis until March 2010 and will be reviewed during 2009.

A post of Information Manager was also to be appointed in 2007 but it was agreed that we would not appoint to this post until an IM Strategy had been developed and agreed. Following approval of this strategy authority to appoint to this post will be sought in order to provide a senior resource to lead the implementation of the strategy.

## **4.2 Information Governance**

Information Governance (IG) acts as corporate lead in enabling the Council to meet its legal obligations in the Information Rights and Sharing fields. It acts as corporate monitor in providing Council and Directors Board with all necessary assurances.

IG's support role is limited to Elected Members and departmental co-ordinators. Co-ordinators support their departments. IG agrees departmental work plans and Information Sharing approaches with each co-ordinator to enable specific departmental business objectives and processes to be met.

Information Sharing is a key part of collaborative working with partners to ensure government initiatives are met. IG develops and agrees protocols with partners across the County to facilitate the effective and pro-active sharing of information where necessary.

IG also monitors compliance with corporate standards and legal obligations and reports annually to Council as part of the corporate Governance review. It moderates and investigates Information Governance complaints and acts as the Council's main point of contact in this field with official regulators and government departments, e.g. the Information Commissioner, the Surveillance Commissioner and Ministry of Justice.

## **4.3 Information Security**

Information Security is responsible for the development, implementation and enforcement of the Information Security Policy and has organisational security management responsibilities for:

- monitoring and reporting on the state of ICT Security within the Council
- ensuring that the ICT Security Policy is implemented throughout the organisation
- developing and enforcing detailed procedures to maintain security

- ensuring compliance with ISO 27001 (formerly ISO 17799 : BS 7799 Part 2:2005) and all relevant legislation
- ensuring that the organisation's personnel are aware of their responsibilities and accountability for ICT security
- monitoring with Internal Audit for actual or potential ICT security breaches

## **5. Standards, Policies and Procedures**

The Council will develop and maintain the necessary Information management policies and standards required to underpin the effective and efficient creation, management, dissemination and use of information and to enable its strategic objectives and legislative compliance requirements to be achieved.

Information assets will be managed in accordance with these agreed corporate policies and standards which include:

- Classifying information e.g. FOIA levels of document security.
- Information and data capture (including information and data quality strategies)
- Operational management, maintenance, retention, deletion and archiving of information
- Implementing national obligations and policy, and ensuring that we work with the 'spirit' of information legislation
- Information risk management, and ensuring that we comply with our legislative obligations, and can use information to demonstrate how we have fulfilled our obligations
- Information access and security
- Customer expectations on how we will use their information
- The sharing of information with partner organisations

It is recognised that many of these policies have yet to be developed and implemented and addressing this shortcoming will be a priority deliverable in the implementation of this strategy.

A list of associated policies, standards and guidance notes is attached as Appendix B to this Strategy. These strategies can be found in the Insite staff handbook.

## **6. Priorities 2008/9**

### **6.1 Data Quality and Security**

Evidence suggests that the quality of the information we hold is poor and much of the information held is redundant or duplicated. Information we hold in electronic form is also difficult to find as we have few structured e-document stores

The use of network document storage is mixed across the council and that, despite the strictures of the ICT Security Policy, much electronic information is stored on local hard-drives. Much of this information is not accessible to other staff when an employee is on holiday or sick leave and is not protected by regular backups

Issues of poor data quality of both electronic and paper based information will be addressed by a two stage process of firstly developing policies, procedures and standards and then reviewing our stored documents in light of these standards.

This will include a review by departments of their paper files and a data cleansing exercise of electronic documents carried out by departments to ensure compliance with Document Retention and Deletion, Data Quality, Document Classification and Security policies.

Information Services will carry out a review with Departments of the shared network storage areas and processes and will look to develop a consistent approach to the use of shared document storage. We will develop a campaign to encourage the network storage of all data and to raise awareness of retention and deletion policies and each person's personal responsibility to carry out regular housekeeping exercises.

The quality and security of electronic information is currently hampered by poor identity management processes e.g. the current manual processes for revoking a users access to a shared document store when they change roles is prone to error and can result in users gaining access to documents that are not appropriate to their current role. Departments and Information Services will carry out a review of all access permissions and information ownership of existing shared folders to ensure that staff only have access to relevant folders and files.

These review and data cleansing exercises will pave the way for the full implementation of an Identity Management framework. The objective of this framework will be allow us introduce a single trusted list of staff, using the HR system, and to synchronise staff changes across all other linked core systems. This will ensure that staff leaving the Council will automatically lose their access to Council systems or staff moving between departments will lose access to their old departments shared file areas whilst gaining access to their new department shared file areas. It will also ensure that all new starters are automatically given access to the appropriate departmental storage area and that maintenance processes are in place for staff moving between departments.

## **6.2 Partnership Working**

Intranets such as Insite have traditionally relied on a content publishing model where number of trained information publishers create and maintain published information. A different approach, which is starting to become prevalent, is to use a collaborative model designed to allow teams and communities to share knowledge and information, to collaborate on documents and to selectively publish content to the wider community. Both of these approaches have advantages and disadvantages and are combined in many organisations.

The collaborative model is of particular value where information needs to be shared externally between partner organisations in collaborative workspaces commonly referred to as Extranets. A number of Extranets have already been established between the council and our partners and we will carry out a survey to assess their effectiveness.

Newer Extranet technologies can provide enhanced workspace and real-time collaboration tools. These tools can help boost end-user and team productivity and reduce overall costs by improving the everyday business processes people engage

in to create, share, discuss and manage information. Using these tools team members can easily create online workspaces and invite team members, other organisation members or external people to participate. Team members use these virtual workspaces to share and access documents, calendars and discussion forums. They can also provide real-time collaboration where team members can collaborate via live Voice over IP or Web conferences and instant messaging.

As partnership working is a key element of the Corporate Plan we will review these new technologies and the methods used to collaborate and share information with our partners and seek to pilot new methods of working if appropriate.

## **6.3 Information Management Tools and Processes**

### **6.3.1 Document Management**

Effective management of both electronic and paper documents is essential if the Authority is to meet its legislative responsibilities, for example compliance with the Data Protection, Freedom of Information and the Local Government Acts.

We already recognise the potential benefit of a corporate Electronic Document Records Management System (EDRMS) to reduce costs, convert paper documents into electronic form and improve efficiencies where a more controlled environment is required e.g. where document security is an issue or where document workflow is required. There are a number of these systems already in use across the council.

We will procure a corporate EDRMS solution and initially pilot the system in one service area against strict evaluation criteria to assess its capabilities and potential benefits. The objective of this pilot will be to prove the benefits of the EDRMS system and to provide a documented implementation procedure and Lessons Learned Report for further rollout throughout the Council.

Following a successful pilot Information Services will deploy the solution where there is a requirement and a clear business benefit.

### **6.3.2 Email**

Communicating via email is a fact of business life and they often contain important information or evidence of business transactions and legal obligations. It is important that email messages of this type are copied into a shared file area so that they are retained when people leave or change roles.

Guidance will be provided to staff on how these emails should be treated and to managers on the processes to follow when staff leave.

### **6.3.3 The Intranet**

All staff now have the opportunity to access to the Insite intranet which has become a key information delivery mechanism for staff across the council. The quantity of content is growing rapidly and the challenge is now to encourage information publishers to use the intranet as the primary communication channel. This will improve access to information, reduce costs and be better for the environment.

The development of Insite as the single point of access to all corporate information assets and resources will also improve access to information and reduce costs.

To facilitate this:

- Information publishers will be encouraged to move away from using email and to reduce the volume of printed publications by using Insite as their primary communication channel.
- Departments should look to replace paper forms with online forms to increase efficiency and reduce the volume of printed paper.
- The role of the departmental Web Editor will be formalised and they will be encouraged to adhere to publishing standards and to regularly review both the quality and currency of published content. (This is within the terms of reference of the Communications review.)

In order to ensure that the structure and content of Insite meets the business needs, and is easily navigable, an annual staff survey to assess its effectiveness will be undertaken and any shortcomings addressed.

#### **6.3.4 Finding Information**

The implementation of the Google search facility on Insite and the internet site has been well received and has significantly improved the ability of users to find relevant content. However, only a fraction of the information held electronically by the council is currently held within these systems with the majority being held in a proliferation of internal databases, information repositories and IT systems.

In order to ensure that people can easily access the exact information they need, when they need it, we will look for a way of tying these systems together and providing a unified search across them. In doing this we need to ensure that search does not compromise network security and that staff can access only content they are authorised to access.

Options to deliver this enhanced search functionality will be investigated. Consideration will also be given to extending the person search facility to include a “find the expert” option which can be used to help resource projects and to more easily find people with relevant skills, knowledge and experience within the council when the need arises.

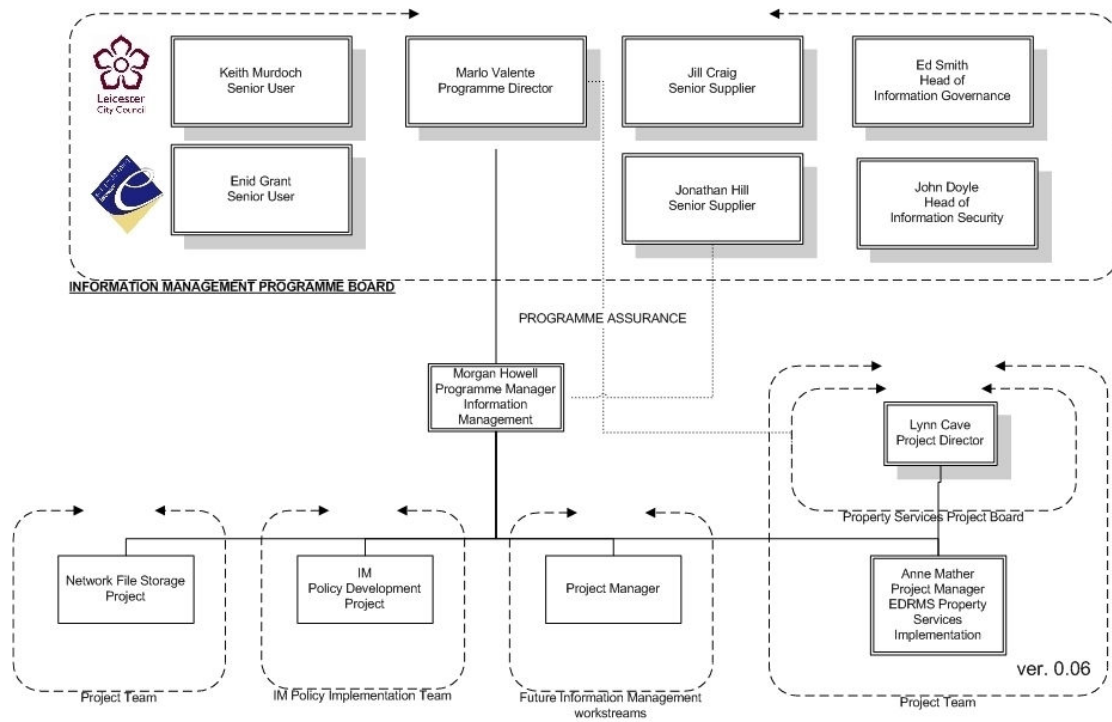
### **7. Work Programme**

The work programme for 2008/9 is attached as Appendix B to this Strategy.

This Strategy will be monitored and reviewed by the Information Management Programme Board who will also manage any risks associated with the implementation of the Strategy. The Project Board will agree a work programme each year for the implementation of the Strategy and will agree the resources required to implement the work programme.

The Programme Director will be Marlo Valente, Head of ICT, Resources & Chief Executive’s Office. The board will include senior user representatives of the key workstreams, supplier representatives from the Information Division and Project Assurance representatives.







## Appendix A

### Information Management Work Programme

#### Priorities 2008/9:

By 31<sup>st</sup> March 2009 we will:

- 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.
- 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 data which will have significantly reduced the time taken in finding information and in dealing with compliance requests.

#### Roles and Responsibilities

SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
	Review of Information Manager and Records Manager posts	Marlo Valente	Implementation of the IM strategy  Development of IM Policies and Standards	Outlined in IM strategy	RM post July 2008  IM post October 2008	Budget for RM post has been confirmed  Budget for IM post to be confirmed – approx £45k per year

**Standards, Policies and Procedures**

	SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
	W1, W2, T2, T4, T5	Review the document retention and deletion policy	Morgan Howell	Updated retention and deletion policy	Reduced risk of criminal and civil proceedings	August 2008	Internal resources
	W1, W2, T2, T4, T5	Develop an Information Management policy	Marlo Valente	Published and implemented Information Management policy	Reduced risk of criminal and civil proceedings	October 2008	Internal resources
	W1, W2, T2, T4, T5	Develop a data quality policy	Morgan Howell	Published and implemented data quality policy	Reduced risk of criminal and civil proceedings	October 2008	Internal resources
	W1, W2, T2, T4, T5	Review the document classification scheme	Morgan Howell	Updated document classification scheme	Reduced risk of criminal and civil proceedings	September 2008	Internal resources

**Data Quality and Security**

	SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
	W7, W9, O1, O4, O5	Network storage Review	Marlo Valente	Carry out review of network storage and processes, review access privileges, develop and implement new security model, implement new maintenance processes, carry out data cleansing exercise	<p>Reduced risk of criminal and civil proceedings</p> <p>Reduced storage expansion costs</p> <p>Improved data quality leading to improved understanding and effectiveness of service delivery, and improved decision making.</p>	Review complete - March 2009	Internal resources

	W8, O1, O4	Network storage usage	Morgan Howell	Campaign to encourage network storage of all data and to raise awareness of retention and deletion policies and each person's personal responsibility to carry out regular housekeeping exercises.	Reduced risk of criminal and civil proceedings	Campaign plan developed and agreed - October 2008	Internal resources
	O5, O6	Paper files review	Morgan Howell	Review paper files to ensure compliance with retention and deletion policy and classification policy. Dispose of unnecessary files.	Reduced risk of criminal and civil proceedings	Review complete - March 2009	Internal resources

### Partnership Working

	SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
	W10	Extranet review	Steve Scott	Survey to review the effectiveness of current Extranets	Effective sharing of information with partners	Survey complete September 2008	Internal resources
	W10	Partnership working tools review	Marlo Valente	Report of new technologies and the methods used to collaborate and share information	Effective collaboration with partners	Review complete October 2008.  Action Plan agreed January 2009	Internal resources

### Information Management Tools and Processes

	SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
	W4, W5, W7, T1	Electronic Document Records Management	Anne Mather	Procure and pilot EDRMS against strict criteria	Reduced risk of criminal and civil proceedings  Reduced storage expansion costs  Release of physical paper storage space	Pilot implemented June 2008	£600,000 Capital funding agreed

	W4, W5, W7, T1	EDRMS business cases	Morgan Howell	Develop business cases for the extension of the EDRMS system following a successful pilot	Reduced risk of criminal and civil proceedings Reduced storage expansion costs Release of physical paper storage space	Initial cases completed July 2008	Internal resources
	W6	E Mail storage	Morgan Howell	Produce and widely promote guidance on the correct storage of e-mails and processes for when people leave.	Reduced risk of criminal and civil proceedings Reduced storage expansion costs	Guidance published - September 2008	Internal resources
	W3	Intranet Use	Heads of ICT	Increased intranet use and availability and development of online forms	Release of physical paper storage space More efficient use of resources.	Plans incorporate into departmental ICT strategies - July 2008	Internal resources
	W3	Web Editor	Town Clerk (review lead)	Formalise the role of the web editor within departments	Improved data quality leading to improved understanding and effectiveness of service delivery, and improved decision making.	This is within the terms of reference of the Communications review. Dates to be agreed	Internal resources
	W3	Intranet review	Steve Scott	Carry out survey and organise a review of published content	Improved data quality leading to improved understanding and effectiveness of service delivery, and improved decision making.	Survey complete September 2008	Internal resources
	O2. O3	Finding Information	Marlo Valente	Report on the options for implementation of a unified document search	Improved access to data leading to improved understanding and effectiveness of service delivery, and improved decision making.	December 2008	Internal resources

### Work Programme

	SWOT ref	Projects	Lead(s)	Outputs	Outcomes	Milestone actions and target dates	Resourcing
		Develop work programme for 2009/10	Marlo Valente	Develop work programme for 2009/10	Outlined in IM strategy	Complete and agreed December 2008	Internal resources

## Appendix B Associated Policies, Standards, and Guidance Notes

### Information Governance

Number	Title	Owner	Current Version	Status
	Data Protection Act	Head of IG		Published
	Freedom of Information Act 2000 & Environmental Regulations 2004	Head of IG		Published
	Handling Information Requests	Head of IG		Published
	Information Sharing	Head of IG		Published
	Keep it Secure, Share it Securely	Head of IG/ Head of Info Sy	V1	Published
	Regulation of Investigatory Powers Act 2000 and Lawful Business Regulations 2002	Head of IG		Published
	Re-use of public Sector Information Regulations	Head of IG		Published
	Computer Misuse Act 1990	Head of IG		Published
	CCTV	Head of IG		Published

### Information Management

Number	Title	Owner	Current Version	Status
	Information Management	Head of IM		In consultation draft
	Information Retention & Disposal	Head of IM	V4.03 02 07 2007	Published
	Information Quality	Head of IM		In consultation draft
	Manual Data Security Policy	Head of IM	V1	Published

### ICT Security Policies

Number	Title	Owner	Current Version	Status
4	ICT Security Policy Framework	Head of Info Sy	V2 13 09 07	Published Published - V3 in draft, To SRG Jan 08
4.1	ICT Security Policy	Head of Info Sy	V2 13 09 07	
4.2	ICT Security Policy Development Process	Head of Info Sy	V2 13 09 07	Published
4.3	ICT Security High Level Standards	Head of Info Sy	V0.2 10 11 07	In Consultation
4.4	ICT Security Awareness & Training	Head of Info Sy	V0.1	Drafting

4.5	ICT User Access Procedures	Head of Info Sy		Review in hand
4.5.1	ICT Acceptable Use Policy	Head of Info Sy	V3 13 09 07	Published
4.5.2	ICT Sy for Elected Members	Head of Info Sy	V1 01 05 07	Published
	Use of Personal IT Equipment for Business Purposes			To SRG Jan 08
4.5.3	ICT Security Incident Reporting Policy	Head of Info Sy	V0.3	
4.6	ICT Security Incident Management Procedures	Head of Info Sy/ Head of Tech Services	V2 13 09 07	Published
4.6.1	ICT Technical Security Operating Procedures	Infrastruct & Sy Mgr		
4.7	E-Mail Security Password Management Procedures	Infrastruct & Sy Mgr		
4.7.1	Network Security	Infrastruct & Sy Mgr		
4.7.2	Firewall Management	Infrastruct & Sy Mgr	V2 13 09 07	Published
4.7.3	AntiMalware Management	Infrastruct & Sy Mgr		
4.7.3.1	Content Filtering	Infrastruct & Sy Mgr	V0.3	To SRG Jan 08
4.7.3.2	Workstation Security	Infrastruct & Sy Mgr		Review in hand
4.7.3.3	Server Security	Infrastruct & Sy Mgr	V0.3	To SRG Jan 08
4.7.3.4	Portable Device Security	Head of Info Sy		
4.7.3.5	Wireless LAN & Device Security	Infrastruct & Sy Mgr	V2 13 09 07	Published
4.7.3.6	Remote Access Services Security	Infrastruct & Sy Mgr		
4.7.3.7	Removeable Media Security	Infrastruct & Sy Mgr		To SRG Jan 08
4.7.3.8	Bluetooth	Infrastruct & Sy Mgr	V0.1	
4.7.3.10	Web Based Services Security	Infrastruct & Sy Mgr	V3 13 09 07	Published
4.8	ICT Business Continuity & Disaster Recovery	Head of Info Sy		In drafting - Web Team
4.9	Information and Systems Back up	Head of Info Sy Infrastruct & Sy Mgr	V2.5 21 11 07	Internal to Info Services
4.9.1				

Note: These strategies can be found in the Insite staff handbook.