Notice of Administration and Resources Overview and Scrutiny Panel Meeting

Tuesday 16 December 2014 at 6.00pm

Royal Hampshire Committee Room, Town Hall Bournemouth

Panel Members:
Councillor Christopher Wakefield – Chair
Councillor Derek Borthwick – Vice-Chair
Councillor Mark Battistini
Councillor Johann Edward
Councillor Barry Goldbart
Councillor David Kelsey
Councillor Susan Phillips
Councillor Theo Stratton
Councillor Roger West

All Members of the Panel are summoned to attend this meeting to consider the items of business set out on the agenda at page 4 below.

The Public, press and any Councillor are welcome to attend this meeting.

For further information please contact: David Harrison, Principal Democratic Services Officer, Legal and Democratic, Town Hall, Bourne Avenue, Bournemouth BH2 6DY.
Tel: 01202 451104
E-Mail: david.harrison@bournemouth.gov.uk
Public Involvement

The Administration and Resources Overview and Scrutiny Panel welcomes members of the public to contribute to the meeting

1 by asking to speak on an agenda item or a community issue as a ‘Deputation’; or

2 by asking a public question - any member of the public whose name appears on the Electoral Roll for Bournemouth - which includes a person under the age of 16 years living in Bournemouth and who is escorted by a qualifying adult; or

3 by presenting a petition in relation to items on the agenda.

A request to speak as a deputation, ask a question or present a petition must be sent in writing or email to David Harrison at the address shown on page 1 by no later than 6.00 p.m. on Monday 15 December 2014.

A loop system for hearing impairment is provided in the meeting room. There is disabled access to the building.

Councillors and visitors with particular needs should inform the Council before arriving at the meeting.

This agenda together with records of decisions and reports are available on the Council’s web site at http://www.bournemouth.gov.uk

A copy of this document may be available on request in alternative formats.

For information on translating documents into another language visit the Council’s website: http://www.bournemouth.gov.uk/Main/Translate.aspx
**Audio Recording and Filming:**

Please be aware that under the decision made by the full Council at its meeting on 4 March 2014 this Board/Committee/Panel meeting may be audio recorded or filmed for live or subsequent broadcast by members of the public or representatives of the media.

At the start of the meeting the Chair will make an announcement to confirm if all or part of the meeting may be audio recorded or filmed.

The layout of the venue means that the Council cannot guarantee a seat/location that is not within the coverage area – images and sound – of any broadcasting or audio recording equipment.

**By entering the meeting room and using the public seating area you are consenting to being filmed or recorded and to the possible use of those images and sound recordings through the media and/or public and commercial outlets.**

If you have any queries regarding this please contact the Democratic Services Officer at the meeting.

Any persons intending to audio record or film this meeting are

1. Requested not to film the public gallery

2. Asked to respect requests from other members of the public to cease recording when they speak – for example when they are presenting a deputation or petition or asking a question.

3. Reminded of the Common Law Duty of Confidentiality. You could place yourself at risk of being sued by another private individual if you disclose confidential personal information about such persons in meetings.’
Agenda

Items to be considered while the meeting is open to the public

1  Apologies

2  Substitute Members

The Democratic Services Officer will report on any changes in the membership of the Panel under Procedure Rule 89.

3  Declarations of interest

Members are asked to declare any disclosable pecuniary interests at the meeting, under Rule 5 as set out below:

Declarations of Interest by Members and Officers:

   a. It is the responsibility of every Councillor to declare, at the relevant stage of a meeting, any disclosable pecuniary interest in any item under consideration as required by the Localism Act 2011 or in any event by the time the item of the business is reached.

Members are also asked to state fully the nature of the interest(s), which will be recorded in the record of decisions. If any member has a query on any particular matter, please contact the Democratic Services Officer in advance of the meeting.

4  Public Items

   a  Public Questions

      The Democratic Services Officer will report on any public questions received by the notice deadline.

   b  Deputations

      The Democratic Services Officer will report on any deputation requests received by the notice deadline.
5 Confirmation of Minutes

To confirm the minutes of the meeting of the Panel held on 24 September 2014 circulated at ‘5’.

Note: The Chairman has requested that prior notice must be given by Members if they wish to raise any matters arising from the above minutes.

6 Dorset Local Enterprise Partnership

To consider a presentation by the Executive Director for Environment and Economy on the work of the Dorset Local Enterprise Partnership and its implications for Bournemouth.

7 IT Strategy

To consider a presentation on the progress made on the implementation of the Council’s IT Strategy.

8 Information Management Strategy – Report of Task and Finish Group

To consider the report of the Task and Finish Group set up to examine the Council’s proposed Information Management Strategy – circulated at ‘8’.

9 Budget and Medium Term Financial Plan 2015/16 to 2017/18

To consider a presentation from the Service Director for Strategic Finance on the progress to date on the preparation of the Council’s Budget and Medium Term Financial Plan for 2015/16 to 2017/18.

10 Work Programme

To consider the Panel’s work programme - circulated at ‘10’.

11 Any other business

To consider any other business of which prior notice has been received and by special circumstances, which shall be specified in the minutes, the Chair is of the opinion that the items should be considered as a matter of urgency.
PRESENT: Councillor Christopher Wakefield - Chairman; Councillor Derek Borthwick - Vice-Chairman; Councillors Mark Battistini, Johann Edward, Barry Goldbart, David Kelsey, Susan Phillips and Theo Stratton.

ALSO PRESENT: Councillor John Beesley - Leader of the Council.

The meeting commenced at 6.00 p.m.

Note: To see a copy of the public reports that were considered by the Panel at this meeting please visit:


SECTION I - BUSINESS RECOMMENDED TO THE COUNCIL

No Items

SECTION II - BUSINESS DECIDED UNDER DELEGATED POWERS

40. APOLOGIES

Apologies for absence were received from Councillor Roger West, Councillor Anne Filer - Cabinet Member for Corporate Efficiency, and Liz Wilkinson, Executive Director for Finance.

41. DECLARATIONS OF INTEREST

There were declarations of disclosable pecuniary interests by Members of the Panel.

42. PUBLIC QUESTIONS

There were no public questions received under Procedure Rule 32.
43. DEPUTATIONS

There were no deputation requests received under Procedure Rule 37.

44. PRESENTATION OF PETITIONS

There were no requests to present petitions under Procedure Rule 40.

45. CONFIRMATION OF MINUTES

The minutes of the last meeting of the Panel held on 23 June 2014 were confirmed.

46. LOCAL GOVERNMENT ASSOCIATION - LGA - PEER CHALLENGE ON SICKNESS ABSENCE MANAGEMENT

The Panel considered a report on the outcome of the Local Government Association - LGA - Peer Challenge on the Council’s management of sickness absence. The Peer Challenge was undertaken in June 2014 and a copy of a letter from the LGA setting out the feedback from the Peer Challenge Team was attached as an Appendix to the report.

The Interim Head of Strategic HR commented on the feedback from the Peer Challenge Team who had been asked to consider:

- Are current approaches to management absence working?
- Are there specific development requirements for the organisation and line managers?
- How can the Council further improve its management of sickness absence?

The Interim Head stated that the key message from the Peer Challenge Team was that it considered that there could a better return on investment in staff if that investment focussed more on the 96% of staff who were at work, rather than exclusively on the 4% of the workforce who were absent on any given day. She referred to the different and more pertinent question proposed by the Peer Challenge Team being “How can you further drive productivity of your workforce and enhance ongoing commitment? People, as the organisation’s greatest asset, need to be at the heart of organisational development and thinking.”
The Panel noted that the recommendations and/or actions set out in the report were a combination of those suggested by the LGA and a result of a feedback session for all who had participated in the Peer Challenge. These recommendations and/or actions were centred on a broader cultural and organisation development programme and comprised:

- Mandatory training for managers
- Resilience and wellbeing training for managers and employees
- The employee wellbeing agenda
- Recognise and reward employees
- Occupational health, counselling and wellbeing services
- Attendance management policies and procedures
- Sickness absence task force
- Absence data and information
- Target setting

The Panel discussed the outcome of the LGA Peer Challenge on the management of sickness absence and the Interim Head replied to questions from Members on the recommendations and/or actions proposed. These included staffing within the areas of Children’s Social Care and Adult Social Care, the need for a consistent application of trigger levels when dealing with sickness absence, the current position relating to long term sickness absence, and the outcomes which would be anticipated arising from the implementation of the recommendations and/or actions set out in the report having regard to the current ongoing review of HR operations.

**DECISION MADE:**

1. That the outcome of the LGA Peer Challenge on the management of sickness absence be noted and that the proposed recommendations and action plan set out in the report be supported and endorsed.

2. That a further report be made to the Panel in due course on the outcomes which have been achieved as a result of the implementation of the recommendations and action plan.

**47. BOURNEMOUTH COUNCIL GROUP LIMITED**

The Panel received a presentation from the Service Director, Corporate and Commercial, on the Council’s strategic approach to the establishment of the Bournemouth Council Group Limited and subsidiary trading companies.

The presentation focussed on the following key issues:
• The challenges facing the Council
• The values of the Council in undertaking commercial activity
• The principles underlying a commercial Council
• The structure of the Bournemouth Council Group Limited
• The key purpose and objective of the Bournemouth Bank in transforming the Town and meeting customer needs and expectations
• The importance of various partnerships
• The immediate agenda in pursuing various commercial activities

The Leader of the Council and the Service Director responded to a number of questions from Members of the Panel arising from the presentation. These included proposed housing and dementia care developments in partnership with Legal and General, the impact of commercial activities in supporting the Council’s revenue budget, the use of external consultants when required, the pace of progress given current economic and market conditions, and other commercial opportunities being explored for the future.

**DECISION MADE:**

That the presentation and information supplied be noted.

**48. WORK PROGRAMME**

The Panel considered its agreed work programme and the Democratic Services Officer requested the Panel to review and confirm the work priorities.

**DECISION MADE:**

That the work programme, as presented, be approved subject to the following changes:

• The Panel to receive a presentation at its meeting on 16 December 2014 in relation to the work of the Dorset Local Enterprise Partnership and the implications for Bournemouth.
• The special meeting of the Panel scheduled to be held on 16 October 2014 to consider the final report of the Task and Finish Group set up to examine the Council’s proposed Information Management Strategy be rescheduled to a later date to be determined by the Chairman and Vice-Chairman in consultation with the Democratic Services Officer.
The meeting closed at 7.23 p.m.

Contact: David Harrison, Principal Democratic Services Officer
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Email: david.harrison@bournemouth.gov.uk
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<td>Report author</td>
<td>Nick Palmer, Head of Strategic IT and Business Change</td>
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**Report Summary**

This report from the Task and Finish Group seeks the endorsement of the Administration and Resources Overview and Scrutiny Panel to its recommendations in relation to the Group’s examination of the process undertaken in developing the Information Management Strategy.

**Recommendations**

1. **The Task and Finish Group is satisfied that the process undertaken in developing the Information Management Strategy has been robust and sound and that the Administration and Resources Overview and Scrutiny Panel be recommended to advise the Cabinet Member for Corporate Efficiency that it endorses the Strategy as now presented.**

2. **That the Administration and Resources Overview and Scrutiny Panel approves the arrangements for the future monitoring and scrutiny of the Strategy as set at section 2.3.2 of the Strategy.**

**Reasons for recommendations**

To respond to the request from the Administration and Resources Overview and Scrutiny Panel to examine the process of developing the Information Management Strategy.
1. At its meeting on 23 June 2014, the Administration and Resources Overview and Scrutiny Panel was advised of the Information Management Strategy – IMS - which was a key corporate project to enable compliance with legislative requirements, deliver efficiency and effective ways of working and provide support for decision making.

2. The IMS is strongly linked to the Council’s overarching IT Strategy and sets outs the Council’s plan and direction regarding management of its information over the next 5 years and is aligned to the Ambition 2020 priorities stated in the latest Corporate Plan.

3. The Panel considered that it was appropriate to set up a Task and Finish Group to examine the process in developing the IMS. Following the procedures set out in the Council’s Task and Finish Group Protocol, it was agreed that the membership of this Task and Finish Group would comprise Councillor Christopher Wakefield, as the lead Member, together with Councillors Derek Borthwick and Johann Edward.

4. The Task and Finish Group met on 7 October and 4 November 2014 with the support of the appropriate Officers and a representative of Mouchel who had been closely involved in the development of the IMS.

5. At its first meeting the Task and Finish Group was provided with a copy of the draft IMS.

6. The Task and Finish Group examined the draft Strategy and the Officers present responded to a range of questions from the Members on various aspects relating to the development process. The Task and Finish Group suggested that a number of changes be made to the structure of the Strategy document in order to make it more meaningful. These included:

   - Providing examples of the real life issues and difficulties faced by Officers in their current working environment when delivering their services.

   - Providing a ‘road map’ setting out the programme over the coming years in implementing the various elements of the IMS.

   - Setting out the process for the future monitoring and scrutiny of the IMS over the life of the programme.

   - That the detailed supporting information originally included within the main body of IMS document be moved so that it formed an Appendix to the document.

7. The Task and Finish Group noted that the completed IMS had been reviewed by Gartner and In-Form Consult, information management specialists, with the following observations:
“comprehensive, and very well thought out and articulated”

a well thought out and comprehensive IM Strategy, and an immensely important piece of work for your organisation”

Conclusion

The Task and Finish Group is satisfied that the IMS document as amended to incorporate its suggested changes is a sound document with the following attributes:

- The first document in a long time that can be easily read cover to cover, the format is exemplar and should be the basis for all future similar documents and strategies
- Both this and the IT Strategy are the best documents produced in recent years
- It is easy to understand
- Its importance is highlighted and underlined by the ‘day in the life’ narratives set out at the start of the document

Accordingly, the Task and Finish Group is pleased to recommend to the Administration and Resources Overview and Scrutiny Panel that the IMS document, as attached to this report, should be endorsed.
Information Management Strategy
## Document Control

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   2.5  Engaging the Business & Programme Governance  
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INFORMATION MANAGEMENT ROAD MAP (SUBJECT TO BUSINESS CASE APPROVAL)  

APPENDIX - DETAILED SUPPORTING INFORMATION  

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1 FOREWORD

Development and governance of an Information Management (IM) Strategy is an important and necessary investment for the Council. Information is abundant and the volume, speed and variety of content grows daily at exponential rates. For the Council, having the ‘right’ information when it is required is not only essential for operating efficiently, effectively and legally but it also enables the Council to be agile, fuel innovation and improve services to our customers.

Information therefore should be considered the lifeblood of the Council but the task of centralising, controlling and governing that information is not an easy one. It often requires a number of strategies ranging from the development of policies and procedures to the implementation of technical solutions. The speed with which information is growing, and the need to make information available through multiple, concurrent real-time channels and mobile devices, adds to the challenge facing the Council today.

In the Council today, information is one of the most significant assets but also risks. Failure to harness, control and exploit it can have far-reaching consequences. This information management strategy is the single driving force behind how the Council centralises, manages and shares its information both internally and externally. It provides a framework and structure for improving and optimising information exchange, which is visible and reference-able by all stakeholders. It builds on existing work within the Council and encompasses critical regulatory and legal requirements. It explains how our adoption of new technologies in line with the ICT Strategy agreed by Cabinet in March 2014 will support the IM Strategy objectives.

Information Management is not an end in itself and must support the business needs of the Council. Understanding how information impacts and supports corporate goals is vital. At a time when resources are limited it is vitally important that we acknowledge the value of this important resource which, if managed appropriately, can help us to provide services in a more cost-effective manner.

Our Information Management Strategy provides a cohesive framework for what is a complex area and seeks to establish best practice and ownership and accountability across all parts of the Council which will be a vital component of our success going forward.

Councillor Anne Filer
Cabinet Portfolio Holder
2 Information Management Strategy

2.1 Introduction

This section outlines the main components of the Information Management Strategy and illustrates why it is needed. It outlines the programme of actions the Council will take to tackle the challenges faced regarding the management of its information. For an understanding of the strategy and the subsequent programme of work, reading this section will be adequate. For those interested in the underlying analysis and business reasons for the Strategy, the subsequent Detailed Supporting Information Section provides more detail on each of the component parts of the strategy.

The purpose of this strategy is to set out the Council’s plan and direction for Information Management over the next 5 years, 2014 - 2019. It is strongly aligned to the Ambition 2020 priorities stated in the latest Corporate Plan.

This Information Management (IM) Strategy has been created after extensive analysis of the issues by the Information Management Board and discussions with leaders within the specialist Information Management field. As result of these it has been concluded that the issues were so wide and complex that without a strategy there was a danger of attempting to address these in an ad hoc and ineffective manner. A strategy is required to define the scope and programme of work, with prioritisation linked to an understanding of the required information management capabilities and the goals of the Council.

It is well documented elsewhere that the Council faces significant challenges and radical change on how services will be delivered and accessed in the future. These challenges will have a direct impact on the way the Council is organised, how it engages with stakeholders and how it processes and manages information. Whilst, the Council has strategies to manage its financial assets, its properties, its technology and its staff, it does not have a strategy for another highly important and sometimes less visible resource, namely its information.

Typically, Services will focus on information management as a way to leverage data for business-driven processes, and the IT Service will focus on managing information from an infrastructure and applications standpoint. However, a holistic approach focuses on the Council’s goals, such as reducing costs, mitigating risks, and increasing business value. Our aim with this strategy is to take a holistic approach, with the IM initiatives identified strongly linked to how they contribute to Council goals and business value.

The Council is faced with significant information management challenges: mobile, social media, virtual, and cloud platforms now add to the information generated by traditional sources. Industry and governmental regulations are more stringent. Litigation, business continuity, and other internal and external requirements produce additional data flows. Poor information management practices are prevalent across the Council, there are gaps in policy and guidelines and ineffective storage and disposal practices compound the information management problems.

Having recognised that good information management is vital if the Council is to achieve its ambitions, the Council has already taken some steps to establish an Information Governance team, setting up the Information Governance Board and designation of a
Senior Information Risk Owner at Board level. This strategy builds on work undertaken to date and provides a wider programme approach to be taken to develop robust Council-wide governance and management of information.

2.2 The Current Challenges

In order to illustrate clearly the information management challenges faced by the Council’s staff and the need to act, the series of captions below outline real situations from interviews with Council staff. Names have been changed but the circumstances are real and current.

The challenges they illustrate can be summarised by:

- Electronic information increasing rapidly
- Absence of suitable Policies, Processes and Procedures
- Information Security Requirements
- Limited use of technology
- Lack of clarity on roles & responsibilities
- Information Assurance Arrangements
- Information Storage & Disposal Needs
- Inefficient working practices on managing & processing information
- Need to Optimise Service Outcomes

Children’s Services

“Hi, I’m Ingrid. I’m an Assessment Officer in a Children’s Service. Today I have a lot of paperwork to go through before I make my recommendation to the Assessment panel. I receive supporting documentation from schools and medical officers via post and email and this means I have a lot of sorting to do as the format is inconsistent. We store a lot of paperwork and files that take up an excessive amount of space which could be used for other more important purposes such as meeting rooms.

Another frustration is the time spent trying to find Social Worker details and because I don’t have access to their system I have to complete these details by making phone calls which are time consuming and not always productive.

Scanning and copying files mean we also experience electronic access and storage issues which with a modern file access system would result in less time spent trying to find and retrieve these files. It’s also very difficult to tell when and who last updated a document as version control is difficult with so many system access and storage points. The weekly Assessment panel require sight of all our case papers and at the moment we have to print these – it would be so much better if we could access and view these electronically so that printing is no longer required.”
Community Services

“Good afternoon. My name is Kurt and I work as a Community Enforcement officer. It’s my job to undertake proactive and reactive enforcement which is resolving problems and dealing with complaints from the community which may for example cover noise, licensed premises issues or any area enforced by Regulatory Services.

I’ve come into the office a bit later as I’m working a late shift today. Tonight I’m going out to a community meeting at 6pm but I need to pick up my papers and the latest reports I need from the IT system we use. I wish I could access these in the field so I could spend more time with the people at the Community Centre there rather than spending an hour in here first then travelling to Winton.

Although I make notes in the field when investigating complaints and then need to go back into the office to put these on the system, it would be much better if I could do this out in the field and just once (i.e. ‘real time’) by putting them directly onto the system. Not having field based access to our data systems means time is taken up by having to visit the office to input and retrieve information. Also it would be useful and save time if I could access other departments’ data which I need to cross reference information.”

Social Care

“My name is Gwen and I’m a Business Support Officer in one of the Social Services teams. Because some managers don’t have access to network drives or departmental systems, I receive a lot of paper forms which then need to be manually input into Employee First which is very time consuming.

But my main problem is filing which is a huge issue. When I started this job 7 years ago we used one network drive to save documents to. Then a couple of years later, another network drive was created and last year a third network drive – all leading to access and storage capacity issues. This has a knock-on effect regarding data maintenance as it becomes unclear what is stored where: requests for information can take up a lot of time just identifying where something is stored.”

Environment & Economy

“ In my role as Principal Business Support Officer (BSO) and the Team Information Manager (TIM) for my Service, I’m the main contact for Freedom of Information (FoI) and Environmental Impact (EIR) requests for which we have seen a 50% increase over the past 5 years.

Data storage, access and governance are vital components in helping to enable BSOs and TIMs respond in a timely manner to these requests and fulfil our legal obligations. Additionally, improvements to data storage, governance and access would significantly help address the issues thrown up by staff movement and staff turnover. For example, last month I needed some information but the person who had done the work had retired from the company earlier this year and his computer account had been disabled.

Although it’s good that there are strong IT security protocols, not having this information available when I needed it, meant that I couldn’t respond to a FoI request as quickly as I would have liked.”
Technical Services

“Hi, my name is Ash and I work as a Business Support Officer within a technical service. We receive approximately 20 emails a day to our generic inbox. Over half of these emails are enquiries asking for either the history of a property and what we have on record or in some cases, details of the property such as an approximate construction date or materials used in construction. Members of the public or builders/architects/structural engineers and solicitors often contact us first for this type of information.

We can respond back to the enquiry quickly if the information is correctly stored on our department IT system. Conversely if the information is not stored electronically or difficult to retrieve then this can result in delays. Information should be stored centrally so that follow up enquiries are easy and quick to fulfil.”

Building Control

“I’m Kenneth, a Building Control Officer. It’s my responsibility to ensure the health, safety and welfare of people in and around buildings and structures which are the subject of an application to the Council. I have to visit up to 12 sites every day and although I have a departmental laptop it’s not always practical to use this on site, so I also take manual notes which I copy onto the system later. I estimate a better more practical solution might save me as much as an hour per day.

We frequently keep paper copies as ‘back-up’ because of accessibility and resilience issues regarding our electronic systems. A lack of a consistent process also means that information may be recorded in different ways.”

2.3 The Future State

2.3.1 The IM strategy will be implemented by the effective adoption of a number of IM initiatives. These have been set out in the IM Road Map (Pages 20 and 21). It sets out a realistic multi-year expansion of IM, because tackling all enterprise-relevant information at once would leave the Council in a ‘tailspin’.

In terms of how we organise and manage our information assets, a supporting framework including a range of policies and guidance and supporting Information Management framework will be put in place such as:

- Corporate File Plan
- Business Classification Scheme
- Data Categorisation
- Cloud Security Policy
- Corporate Asset Register
- IM Governance with clear roles & responsibilities

A theme of education, awareness and staff engagement will be co-ordinated to deliver a range of initiatives such as:

- Effective communications plan
- Stakeholder Engagement Workshops
• Redesigned Business Processes
• Workforce Training Programme
• Policy Compliance and Control

A third work stream stems from the IT Strategy and delivers the enabling technology to manage effectively this most important of assets. Co-ordination with the IT Roadmap will deliver:

• Document & Records Management Solution
• Modern collaboration tools
• Anywhere anytime access to information
• A Master data management solution
• Integration capabilities between front and back office

A final theme is centred on Performance which will:

• Monitor performance and benefits realisation
• Manage risk
• Provide on-going audit of information management systems
• Establish Business Intelligence Hub

The implementation journey starts with understanding the Council’s information assets, where they reside, how they are used and, importantly, which service, function and/or application owns them. Some initial analysis has been carried out and one of the first IM initiatives is to complete an Information Census as a pre-requisite to other IM initiatives.

A key aspiration is to utilise the information and data within (and beyond) the Council to improve services to customers. This will involve efficient and effective use of data assets, including the principle of capturing information once only, establishing consolidated master data sets and establishing appropriate mechanisms for information sharing and usage.

Master Data Management will be a major component in achieving this. It will inform the specific data structure development within each application or service element, centred on core corporate data entities: Resident/Customer (person), Place, Service, Transaction, Budget, Resource, Asset.

Processes, procedures and tools for handling master data must be defined and implemented, eventually enabling a single view of the customer and customer profiles. Business Intelligence and performance management solutions will be used operationally and strategically. Information for management will be provided through portal-based dashboard services, making the data easy to understand, breakdown and analyse.

A Data Warehouse will provide the Council with an enterprise wide repository of data and information, which can be managed and maintained to assure the highest levels of integrity and consistency while stored on a secure and trusted platform and not negatively impacting other operational systems.

The enabling technologies will be underpinned through implementation of data and communication standards and rules for access, usage and distribution. This element becomes particularly important when sharing information with partners e.g. the use of the Government Secure Intranet (GSI) for operational integration with Central Government.
and parts of the Health Service requires compliance with the Government’s CoCo (Code-of-Connection) protocol.

Ultimately, the Council’s vision for Information Management can be encapsulated in a single sentence:

“To deliver accurate, relevant, timely and consistent information to those who need it, and are authorised to access it, and to do this in a cost-effective manner.”

Business value will manifest itself in a number of ways:

1. **Better public service outcomes** by supporting intelligence led service planning leading to reduced waste, fraud and supporting early intervention and prevention schemes;

2. **An enhanced, modern customer experience** by supporting channel management, resolution at first-point of contact, delivering push-information services to customers, building more transparent, trusted and efficient information exchange processes and tracking end-to-end service fulfilment;

3. **More effective inter-agency working** by having the policies and tools in place to support effective sharing of information leading to closer collaboration both strategically and operationally;

4. **A reduction in the Council's risk profile** with regards to its use and management of information;

5. **Better decisions made more quickly** - by identifying trends and insights Services can improve their decision-making. By doing it with streaming analytics tools and other technologies to process data generated in real time, informed decisions can be made more quickly;

6. **Increased productivity and customer satisfaction** - through an empowered field-based workforce with access to the information they need, securely operating within the proper protocols;

7. **Property rationalisation savings** - having the right procedures and protocols in place together with the right tools will support flexible and home working as staff can access safely their information needs from anywhere.

Finally, this strategy will ensure the effective prioritisation and targeting of investment and resources. Investment will be required to implement the information management initiatives to carry out activities including the initial information census, implementation of relevant standards and execution of staff training. Significant changes in the business context can also be tracked through to ensure the information management capabilities and IM initiatives are aligned.

2.3.2 The challenge for the Council is to now convert these into an effective IM Roadmap with clear prioritisation and business cases developed for each one. This will not be an overnight process but a programme throughout the next 5 years and beyond. Implementation of the strategy will be done through the Corporate Programme and Project Management framework (Page 16) and will be subject to the normal business case approval process via the Executive Gateway Board.
As the Information Management programme is expected to be in place for up to five years, ongoing monitoring and progress review of the strategy implementation by members will be undertaken through the following arrangements to be incorporated within the Administration and Resources Panel future work programme:

- **Programme progress and Benefits Realisations reports will be provided to Admin and Resources O&S panel members on a quarterly basis**
- **A Task and Finish Group will carry out overview, scrutiny and challenge on the Programmes progress through a series of meetings to be held over the course of a year, anticipated to be on a quarterly basis**
- **The Task and Finish Group should provide a verbal update on their overview at the subsequent Admin and Resources O&S panel meeting**
- **A formal report by the IM Programme owner should be presented to Admin and Resources O&S panel on at least an annual basis**
An Efficient Council
Thrusting Economy
Partnership/Institution Working
Improving the Customer Experience
Enabling Commissioning Role
Reducing the Council's Information Risks

Optimising Electronic working
Publication & Information Provision
Understanding Customer & Community Needs
Single View of the Customer
Effective Records & Case File Management

Anywhere, anytime access to information for the workforce
Business Intelligence
Trained Workforce on Information Management
Legal & Regulatory Compliance & Data Security

Centralising, seamless, and accessible information for the workforce

Policies, Guidance & Framework
Education & Awareness
Enterprise Content Management
Performance

Organisation of Information
IM Policies, Procedures & Guidelines; Business Classification Scheme; Data Categorisation; Corporate File Plan (including Retention & Disposal Schedule); Information Architecture; Cloud Security Policy

Stakeholder Engagement
Communications Plan; Stakeholder Engagement Workshops; Redesigned Business Processes;

Storage & Retrieval
SharePoint with RM Plug-in; MS Office 365 Scanring Solution; Digital Mailroom; Digital Preservation; Physical Storage & Archiving Solutions

Performance Monitoring Set
Benefits Identification & Base lining; IM Performance metrics; Risk Register; Information Audit

Stakeholder Engagement
Workforce Training Programme; Reference Point (Knowledge Hub) including Records Management Staff Handbook; Policy Compliance & Control

Improved Linkage
MDM Application
MS Service Integration
Bus

Business Intelligence
Hub; Dashboard Services; Data Warehouse (SQL Server)

Information is managed as a valuable asset
Culture of Openness with appropriate safeguards
Information is re-used
Standardised, linkable and fit for purpose
Customer Centric Data

Influences

Anywhere, anytime access to information for the workforce
Business Intelligence
Trained Workforce on Information Management
Legal & Regulatory Compliance & Data Security

Key Business Themes
Information Management Capabilities
Strategic IM Themes
Enabling IM Projects

Dictates
Defines
Determines

*Items underlined are planned to be delivered within the IT Strategy delivery
2.4 Information Governance

Information Governance roles and responsibilities are essential to an effective information governance framework, both during the implementation of an Information Management Programme and into transition to Business As Usual (BAU).

Best practice suggests that:-

1) a corporate Information Governance Group or board is needed to monitor the organisation’s information management and initiate and fund projects and
2) a central Information Governance team is needed to deliver policies, procedures, strategy and corporate projects

A typical Information Governance organisation is:

Managing information as an asset requires new roles and responsibilities within the organisation. This does not necessarily mean additional head count as a result of this effort, but may be adding to the responsibilities of existing staff. In any case, these new responsibilities need to be incorporated into job descriptions and performance evaluations. Responsibilities for these roles are:-

- Senior Information Risk Owner (SIRO) - legally accountable for the organisation’s information risks
- Information Governance Manager - oversees records management, information security/assurance and access to information
• Records Manager - to implement policies and procedures with retention schedules and classification schemes, guidance and training and to manage central and offsite paper storage

• Access to Information Officer(s) - handles transactional Data Protection information access requests and in the public sector Freedom of Information access requests

• Information Rights Officer - provides advice and guidance to staff and councillors on how to use personal information legally and how to manage records in line with information rights and privacy legislation

• Information Security/Assurance Officer - implements technology solutions and ensures wider information assurance.

• Information Asset Owners (IAOs) - are the heads of a service or business unit and as well as being responsible for staff, performance and budgets are also held accountable for managing and protecting information in their ownership and making it available to others who need it.

IAOs have line management control over Local Information Managers, which is useful for enforcement because records managers only have ‘dotted line’ control in this model. In all but the smallest organisations the records manager does not have time to get involved in detailed records management in all departments and needs the help of nominated Local Information Managers in each service or business unit.

**Current State**

An Information Governance Board (IGB) already exists within the Council, led by a Senior Information Risk Owner (SIRO), who is also a member of the Corporate Management Team (CMT). The Council’s Caldicott Guardian (responsible for championing the effective standards for handling Adult & Children’s Social Care service user identifiable information) sits on the IGB and is also a member of the Directors’ Leadership Team.

In addition the Council already has established an Information Governance Team of 4 staff reporting to the Service Director, Legal & Democratic, who is also the Council’s Monitoring Officer and Deputy SIRO. The team’s core activities include the provision of advice and guidance to the Council on all information governance related matters, delivery of IG training to all Council officers and elected members, development & maintenance of the request for information framework under FOIA/EIR/DPA legislation, managing & responding to corporate requests (those that engage information held by two or more Service Units) and managing other disclosure processes as part of approved information sharing arrangements.

In addition the team has responsibility for the development of an IG framework to encourage the Council to effectively manage and value its information, reduce legal and regulatory risks, encourage transparency, and ensure the security, confidentiality and ethical use of information.

The Council will need to ensure that the IG team can carry out these responsibilities in a robust and sustainable manner. Implementation of the IM Strategy will necessitate a review and reinforcement of Information Governance roles and responsibilities both within the IG team and throughout the organisation along with the appropriate investment in developing the required expertise.
2.5 Engaging the Business & Programme Governance

Successful implementation of an Information Management strategy demands business involvement. During the implementation, there will be a need to engage with people at all levels throughout the Council on changes, for example different working practices, new information management responsibilities, or the introduction of new technologies. Involving people in planning, working together on IM initiatives, and listening to each other will increase success.

Engaging with the key stakeholder groups, through focussed workshops, robust communications planning and the development and delivery of an effective awareness and training programme will reduce constraints on business, minimising risks and enhance opportunities to realise the benefits of improved Information Management. Furthermore it will enable the IM Programme to reassure stakeholders that they are on top of issues, and in some cases, be essential for solving problems.

IM Programme Management

The implementation of the IM Strategy will not only provide new policies, guidelines and enabling systems with new functionality, it will also enable and encourage new ways of working. In addition to the above roles, during the implementation of the IM strategy, the Council will need experienced project and change management support, training support to help roll out training to all Services and potentially external consultants to provide special expertise or additional resources for specific tasks and initiatives.
This strategy will be delivered through the Council’s Programme and Project Management framework and will be subject to the normal business case approval process via the Executive Gateway Board. The approach to how the strategy will be converted into a programme of work is outlined in the following process flow:
For the Policies, Guidance and Framework Work stream, the Resource and Delivery phase would look like:

**Business Case for Workstream 1: Policies, Guidance and Framework**

- **Project A**: Policies, procedures, guidance
  - Deliverable: Overarching IM Policy put in place
  - Deliverable: High priority policies, process flows, procedures
  - Deliverable: Other policies, published and communicated

- **Project B**: Information Asset Ownership and Governance
  - Deliverable: Key Information Asset Management (IAM) roles allocated
  - Deliverable: Relevant job descriptions updated to include IAM responsibilities
  - Deliverable: Training requirements identified
  - Deliverable: Ongoing Information Management framework support resource requirements reviewed
  - Deliverable: IG Team resources identified

- **Project C**: Organisation of Information
  - Deliverable: Business Classification Scheme developed
  - Deliverable: Census completed
  - Deliverable: Corporate file plan/R&D schedule developed
  - Deliverable: Data categorised
  - Deliverable: Corporate Information Asset Register established
IM Programme Governance will be undertaken by the Information Governance Board overseeing a programme of initiatives:

In addition to a Programme Manager to oversee individual work streams, Change Management support will be required in order to work alongside the PM to address the actions required to manage the impact of change on people, processes and services and ensure that potential/expected benefits are realised.

### 2.6 Measuring Success

Implementation of the strategy will provide many tangible and significant benefits, both financial and non-financial. On completion of the project, good Information Management practices will enable the Council to:

1. have access to information and knowledge to better understand and design its services to meet the needs and expectations of residents, visitors and businesses
2. decrease risk of losing information or sharing it inappropriately
3. lower operating costs through eliminating duplicate and unnecessary storage
4. improve staff productivity by enabling officers to locate information more efficiently through improved document filing and access/retrieval processes
5. better responsiveness and resilience to the risks and ability to operate as usual in the face of potential disruption
6. make robust evidence based decision making and business planning due to quality and accessible information and knowledge
7. improve use of the Council’s property assets through reduced documentation storage
8. reduce the use of printing consumables and transportation of physical documents between council locations
9. take advantage of future shared services opportunities for Research and Information
10. support other Council initiatives such as Mobile Working, Customer and Digital Challenge to be optimised.

The Information Management Strategy on a Page (see Page 12) demonstrates how enabling initiatives within the IM Programme will contribute to achieving the Information Management capabilities and ultimately the Council’s priorities and objectives. Measurable outcomes for each of the initiatives will be identified and base lined at the point of project commencement to ensure expected benefits through the introduction of improved information management across the Council are realised.
INFORMATION MANAGEMENT ROAD MAP (SUBJECT TO BUSINESS CASE APPROVAL)

1) Policies, Guidance & Framework:
   - Corporate IM policies & guidance
   - Roles and responsibilities
   - Business Classification Scheme
   - Information Census

2) Education & Awareness:
   - Stakeholder Engagement and Communications
   - IM Training Programme
   - Information Handling Business Process Improvements

Key:
- IM Programme initiatives
- Strategic IT projects
- Other Strategic projects
Cont’d - INFORMATION MANAGEMENT ROAD MAP (SUBJECT TO BUSINESS CASE APPROVAL)

3) Enterprise Content Management
   Focuses on the business systems and solutions to manage the Information Life cycle:
   - Electronic Document and Records Management
   - Physical storage of paper records
   - Scanning and digital information management
   - Archiving

Performance
   This work stream delivers:
   - Benefits realisation
   - Information management performance & quality assurance
   - Business intelligence and dashboards
   - Handover to Business As Usual (BAU)

KEY
   IM Programme initiatives
   Strategic IT projects
   Other Strategic projects

[Diagram of the road map showing timelines and milestones for 2015, 2016, 2017, and 2018, with specific details on initiatives and solutions such as Office 365, SharePoint, and MS Dynamics CRM.]
1. BUSINESS CONTEXT

There are many factors which will drive the need for an information management strategy and dictate what is covered within it, some are immediately transparent and others may not currently be on the radar. The Information Strategy has to have clear understanding of the business context in which it will operate in order to be effective and set priorities. The Corporate Plan was reviewed and assessed to identify the relevant themes which require effective information management to meet those aspirations and challenges. These are:

- An Efficient Council
- Thriving Economy
- Partnership/Joint Agency Working
- Improving the Customer Experience
- Enabling Commissioning Role
- Reducing Information Management Risks
Key Business Theme 1: An Efficient Council

Part of the Council’s vision is to be a top performing, efficient council. The need to reduce operational costs in Council Services whilst absorbing increasing demand and improving customer service is a key challenge.

Reducing office space, staff levels and increasing self-service, shared services and externalising (commissioning) are essential to becoming more efficient. Effective Information Management is at the heart of all these.

Good Information Management practices will enable improved staff productivity by making it possible for officers to locate information more efficiently through improved document filing and access/retrieval processes. Lower operating costs can be achieved through elimination of duplicate and unnecessary storage.

Good Information Management can support flexible working which in turn can help the Council reduce its office accommodation by at least 20% by providing desks for only 70% of the workforce. However, to realise this, the information must be available wherever staff may be, whether they be at home, with customers, on site, or in the office.

A more efficient Council will be achieved through business transformation processes and increasing self-service over the internet. This requires accurate information is at hand for the applications that support self-service processes.

Key Business Theme 2: Thriving Economy

It is important for the Council to contribute to the development of a thriving local economy. The Council has a key role to play in the development of the night time economy, securing investment in tourism and helping to build a smart and connected digital town.

There are a number of strategies the Council has adopted in order to use its assets to tackle this aspiration and an effective strategy for one of its most important assets, information, is key. By managing and exploiting its information and intelligence, the Council can help create the conditions for a thriving economy e.g. embedding an Open Data policy and provision of open data platform such as the Bournemouth Data Portal can foster the development of innovative products and services which add value to the people of Bournemouth and its surrounding area whilst contributing to a growing vibrant digital and creative business sector.
Key Business Theme 3: Working in Partnership

There is a pressing need to integrate across agencies to better meet the needs of users. Joint working with other agencies is already happening however there is an increasing need to engage with professional teams in other agencies both strategically and operationally. This is driven by changing legislation, the need to share resources, data and increasingly public service outcomes, e.g. managing care choices more holistically with health. Collaboration and co-design with other public and private partners means new ways of working, including managing and influencing the ever increasing sphere of relationships and networks. Coordinating joint action and service delivery is impossible without the proper information management.

Key Business Theme 4: Improving the Customer Experience

The Council’s mission is centred on having a strong customer focus and this has driven a strong emphasis on improving the customer experience across its services. This is against a backdrop of the customer experience becoming more sophisticated in other sectors where high standards in services are sought to target an increasingly mobile population with a shift to a more intuitive 24/7 personalised services through mobile devices. The Council’s recognises the need to respond to this and to promote channel shift and digital self-service which will also reduce operating costs and manage the demand more effectively.

There is a need for the Information Management Strategy to support the Council-wide Customer Services organisation as it focuses on channel management, first-point of contact, providing information, initiating transactions, delivering push-information services to customers, building more transparent, trusted and efficient information exchange processes and tracking end-to-end.
Key Business Theme 5: Enabling the Commissioning Role

The challenges of localism and personalised budgets are questioning the current way services are delivered and point to a more diverse public service market space emerging where private companies, social enterprises, mutuals and voluntary organisations as well as the Council provide local services in a mixed economy delivery model. Personalisation will continue to drive approaches geared towards achieving outcomes on individual needs and preferences.

The Council’s role will continue to develop, adopting a combination of roles and delivery models. i.e. direct service provider, commissioner and enabler or facilitator of outcomes.

This implies the need for very strong information working practices and capabilities to not only share information for strategic planning and operational delivery but also to assess accurately level of need, supplier market and service performance data regardless of who or where the service is delivered from.
**Key Business Theme 6: Reducing Information Management Risk**

Adherence to the growing number and complexity of legal and compliance requirements often hinges on electronic documents, emails, and even commentary from social networks. Recent research it was discovered that 31% of businesses have encountered regulatory issues as a result of poor electronic records management. There has been infamous incidents of data loss by the public sector attracting wide spread coverage. This obviously places a shining light on having a sound information management strategy in place.

Accreditations Requiring Annual Compliance by the Council are:

- PSN CoCo
- PCIDSS (Payment Card Industry Data Security Standard)
- N3 (MHS CoCo)

Just some of the legislation associated with information law that affects the Council includes:

- Data Protection Act 1998
- Freedom Of information Act 2000
- Intellectual Property Rights (Copyright)
- Privacy & Electronic Communication Regulations (PECR)
- Regulation of Investigatory Powers Act (RIPA)
- Computer Misuse Act
- Environmental Information Regulations (EIR)
- Human Rights Act (Article 8)

In addition there are emerging changes in the security landscape to consider:

- EU General Data protection (draft) Regulations - timetable now slipped. Initially scheduled for adoption 2014 - until then the UK Data Protection Act will continue to apply.
- Statutory requirement to have a defined Data Protection Officer (all organisations > 250 employees) - operating with a degree of independence similar to other existing statutory posts within the Council.
- Mandatory Data Breach Notifications (<24 hours) for all data controllers.
- Privacy by Design - need to demonstrate that ALL systems and processes concerning Personally Identifiable Information (PII) have security and privacy requirements defined and implemented throughout the information lifecycle (creation-to-destruction). Demonstration is by way of Privacy Impact Assessments (Documentary Evidence).
- Increasing financial penalties - widely reported that organisations will face heavy fines for data breaches, significantly raising the current threshold for fines. This will require risk management processes to include financial aspects not previously considered.

A continuous effective management of information with a trained workforce and well established protocols and procedures is essential for the Council to meet these challenges.
2. INFORMATION MANAGEMENT CAPABILITIES

It is well documented elsewhere that the Council faces significant challenges and radical change on how services will be delivered and accessed in the future. These challenges will have a direct impact on the way the Council is organised, how it engages with stakeholders and how it processes and manages information. Whilst, the Council has strategies to manage its financial assets, its properties, its technology and its staff, it does not have a strategy for another highly important and sometimes less visible resource, namely its information.

Typically, Services will focus on information management as a way to leverage data for business-driven processes, and the IT Service will focus on managing information from an infrastructure and applications standpoint. However, a holistic approach focuses on the Council’s goals, such as reducing costs, mitigating risks, and increasing business value. Our aim with this strategy is to take a holistic approach, with the IM initiatives identified strongly linked to how they contribute to Council goals and business value.

The Council is faced with significant information management challenges: mobile, social media, virtual, and cloud platforms now add to the information generated by traditional sources. Industry and governmental regulations are more stringent. Litigation, business continuity, and other internal and external requirements produce additional data flows. Poor information management practices are prevalent across the Council, there are gaps in policy and guidelines and ineffective storage and disposal practices compound the information management problems.

Given the business themes above, we can then determine what information management capabilities the Council requires. The following information management capabilities have been identified as key to the Council meeting the challenges set above and achieving its goals:

![Information Management Capabilities Diagram](image-url)
Information Capability 1: Optimise Electronic Working

There is a need to move to more use of digitally held documents and records and reduce those held in paper form. Many Services are working with paper files or a mixture of paper files and electronic working. This places a significant administrative burden on staff in terms of duplication of work, filing and retrieving information. It also creates inconsistency in processing across teams that is incompatible with Customer’s self-service ambitions.

If current paper-centric working practices continue, an increase in demand will necessitate an increase in capacity to accommodate additional archiving volumes along with associated costs of bringing the facility up to document storage environmental standards. It also creates a cluttered and inefficient working environment.

Information Capability 2: Publication & Information Provision

The Council is required by legislation to publish public information which includes the objective, factual, non-personal information on which public services run and are assessed, and on which policy decisions are based, or which is collected or generated in the course of public service delivery. Public information should be published, unless there are overriding reasons not to.

The Council needs to present, format and promote information in useful formats for wider consumption, without it needing to be specifically requested or mandated in legislation.

Publishing information also requires consideration of the practical channels by which this will actually be achieved. This includes the establishment of internal publication processes. Publishing public information provides the following:

- Makes the Council more accountable and approachable
- Creates better value for money by providing an insight into how the Council spends its money, encouraging Services to improve controls on spending and reduce their costs.
- Stimulates growth by enabling businesses to develop innovative information-based products and applications using public data.
- Reforms public services by providing choice and improving public sector outcomes and opening up public sector contracts
Information Capability 3: Understanding Customer & Community Needs

Customer insight is rapidly rising up the agenda for public sector organisations. Public expectations of local services are growing, and only by truly understanding what is really important to people can a service be efficient and effective. Insight is therefore one of the key tools available to councils to redesign services in ways which save money and improve customer satisfaction.

A deep understanding of the community and customers the Council serves must sit at the centre of the Council. Insight informs all aspects of operation from generating a strategic understanding of communities, to managing performance, through to understanding the target audience for particular services or campaigns.

The benefits to the Council of having a deep insight are:

- **To inform strategy and policy**: Information on customers can be used to inform decisions and to input into policy or scrutiny reviews.

- **To allocate resources**: Resources can be prioritised to areas of greatest need, such as targeting at neighbourhood level, or to identify vulnerable or under-served groups.

- **To manage performance**: Understanding customers’ needs and experiences can help the Council understand where services are performing well or badly as well as what might be done about it.

- **To market services more effectively**: Understanding different groups of customers makes it possible to market services more effectively, such as being able to encourage take-up of services or different channels by particular groups.

- **To change behaviours**: Social marketing techniques that employ a deep understanding of the customer to provide information, products and services can be used to change people’s behaviour, for example in road safety or smoking cessation initiatives.

- **To improve service design**: Knowing what customers want and need from a service can help identify areas of weakness and feed into the design of services that meet their needs and preferences.
Information Capability 4: Single View of the Customer

In addition to having to do more with less, the Council is faced with ever increasing regulations, interoperability challenges, waste, fraud and abuse of welfare and benefits entitlement.

As a consequence, single view is gaining momentum across the public sector, as agencies strive to bridge the information divide between fragmented people, processes, systems, and agencies. This approach is a practical alternative to the costly rip and replace, single system, and silo technologies of the past. It allows the Council to protect its investments by leveraging existing systems and applications. More importantly, it enables the Council to access, use, and optimise its full portfolio of data and information assets.

The term “single view of the customer” refers to the consolidation and synchronisation of data related to both individuals and entities. A single-view solution connects independent data sources, identifies common relationships, and enables the consolidated information to support new business requirements. This framework respects the data security, privacy, and compliance measures with which the Council must comply.

A single view would provide the Council with complete visibility into the services, transactions, and events associated with an individual, entity, or group. This consolidated perspective, coupled with confidence in the accuracy and timeliness of information, can then help drive the Council’s ability to make information-based decisions to improve operational performance and service delivery, identify areas for costs savings, and generate revenue. The primary areas of benefit would be:

- Detection of Fraud, Waste, and Abuse
- Improved Revenue and Tax Collections
- Research and Analytics leading to better service planning and operational delivery
- Enhanced Customer Service
- Compliance
Information Capability 5: Effective Records & Case File Management

It is important that the Council is able to share certain case file information more easily. The efficient and legal sharing of accurate information is essential to any collaboration and improved public service outcomes.

Improving the management arrangements of case file information across front office and back office areas (e.g. between the Customer Service Centre and Children and Young People Services) will enable the Council to provide more joined-up and better services to its customers.

There is an increasing need to share selected case file information across service providers (internal and external) with the appropriate security arrangements in place. The Council needs a robust security framework to protect the information it holds about its customers, particularly information on vulnerable adults and children, and ensure that the correct balance is achieved between the appropriate levels of information made available and the security controls applied to it.

Information Capability 6: Anywhere, Anytime Access to Information for the Workforce

The Council will be respected by the public for its delivery of services if the majority of queries are resolved at the first port of call and any follow up is handled efficiently and effectively. This means appropriate information available any time of the day or night, by staff in main sites, satellite offices or in the community. It will be through a variety of methods, face to face, call centre, web etc. but all relying on the same, consistent, accurate up to date information. The benefits of constant access to information will be cost justified for each system.

Front-line staff will be enabled to fulfil their roles more effectively providing them with rapid access to information. For example the EDRMS system will enable social care professionals access and update records remotely. Whilst it is hard to quantify this benefit, a high-level analysis has estimated six figure savings over a three year period. More flexible and mobile working means that information assets must be stored and managed so that they:

- are accessible at multiple locations
- are accessible at the time they are needed
- are easily shared with those who need them
- can be shared and worked upon by a number of people in multiple locations in real time
- are kept secure, safe and useable for all business purposes, including legal purposes where appropriate.
Information Capability 7: Business Intelligence

Managing intelligence effectively and appropriately is essential to the delivery of secure, seamless and efficient operational services. It provides the basis for informed decision making and the platform upon which performance can be measured.

Providing strategic and operational information by up-loading data regularly from operational systems into a database or databases from which standard and bespoke detailed reports and management ‘dashboards’ can be tailored to need e.g. Chief Executive dashboard providing unit cost information by transaction, function, service and directorates to help benchmark and inform corporate strategy & planning functions.

Performance management and reporting should require little effort, with systems designed to collect the right information and pass it to management systems for collation and presentation. The Council must turn to its data to make evidence-based decisions and to operate and deliver services more effectively.

It is also required to provide performance metrics and customer intelligence to the rest of the organisation.

Information Capability 8: Trained Workforce on Information Management

It will be essential to train people at all levels in the principles of information management, particularly with respect to filing structures, the control of documents and managing their lifecycle. Training will be required in the customer service aspects of delivering information and also on new information management standards.

This would be achieved by employees committed to excellent information management. They will be trained in the core capabilities of information management and understand their responsibilities and managers will set a good example to their staff. Information management will be explicit in job descriptions and recruitment procedures require this topic to be explored.
3. STRATEGIC INFORMATION MANAGEMENT THEMES

The Information Management themes help structure how we should approach the set of integrated activities and provide a cohesive framework of activity which will be complex in nature. These themes have been concluded following the analysis above, to drive the development of effective information management within the Council, which will deliver the capabilities required to meet the challenges set out in the business context. This is the structure in which the IM Roadmap will be based upon. The four themes are:

- Policies, Guidance & Framework
- Education & Awareness
- Enterprise Content Management
- Performance

All of the IM initiatives highlighted here and subsequent initiatives identified will require a business case and some investment. In some cases, the investment will be purely existing staff resources and others will require external investment or both.

**Strategic IM Theme 1: Policies, Guidance & Framework**

This work stream focuses on the organisation and ownership of Information Assets. This includes putting in place the framework upon which good Information management practices will depend. It takes account of understanding what information (assets) we need to hold, how and where it is best stored as well as identifying the roles and
responsibilities for managing information assets. IM policies and Corporate IM standards and guidelines are developed in this work stream.

**Information Management policies, procedures and guidelines**

**Description:** In order to maximise the effective and efficient use of its information, it is essential that the Council establishes formal Information Management policies, setting rules, standards and procedures regarding the capture, creation, storage, retrieval, sharing and disposal of information effectively and consistently across the organisation. This strategy does not attempt to define these polices but merely to identify their need and how they fit within the overall framework. A significant amount of work and engagement by the Information Governance Board will be required to complete these.

**Outcomes:** A coherent set of policies will provide an Information Management framework that enables the Council to manage its information efficiently. Supporting procedures and guidelines will facilitate the effective management of this information across the organisation, recognising its value as a corporate asset for the delivery of efficient, appropriate, open and transparent services. Examples of some of the priority procedures and guidelines to be established will cover Cloud Security, Records Management, Information Sharing and Disclosure, Data Quality and Management of E-mail.

**Business Classification Scheme**

**Description:** Business Classification is the process of identifying the category or categories of business activity and the records they generate and of organising data and information into files to facilitate description, control, links and determination of disposition and access.

**Outcomes:** This facilitates the organisation of the Council’s information and records on a functional rather than hierarchical organisational basis. It is the basis on which information and records can be organised (see Corporate File Plan below) for purposes of retrieval, storage and more involved processes of (records) management, such as disposal scheduling. The organisations can also gain from de-duplicating electronic information stored on multiple network drives, which helps to cut storage and backup costs, whilst speeding up data searches.

**Data Categorisation**

**Description:** This relates to categories of access rights and restrictions to information assets that are deemed to have value. In the paper environment access could be physically limited and controlled through Protective Marking protocols, where security markings (Sensitive, Internal, Public etc) stamped on documents or folders and controlled access to records storage. In the electronic environment the application of access restrictions must be addressed through applying security classifications to support the control of data and information during electronic access and transfer.
Outcomes: Data categorisation enables data to be “tagged” so it can be found quickly and efficiently. Benefits of effective categorisation of data can significantly improve information lifecycle management processes and save data centre storage resources, reducing costs and administration overhead.

**Corporate File Plan**

**Description:** A file plan is a comprehensive outline that includes the records series, file organisation, active file locations, file retention and disposal instructions, and metadata (descriptive tagging) of the information assets of the organisation. It provides a framework for a consistent approach to classifying records across the organisation, irrespective of its organisational structure or the type and formats in which its records are held.

Outcomes: When applied, it makes it easier for business units to comply with corporate records management policies and delivers practical benefits for both staff and the Council as a whole by improving control of and access to records and by that improving operational efficiency and effectiveness.

**Cloud Security Policy**

**Description:** There continues to be rapid growth of mobile and cloud computing. As discussed in the ICT strategy document, the Council has defined a strategic priority to utilise cloud computing to deliver more for less and facilitate secure universal information access independent of location and platform. To help ease concerns around security, the Council will outline a cloud security policy to provide guidance on managing users, protecting data, and securing virtual machines. The security policy is shaped by four things:

1. What type of cloud service do we seek: Software as a Service (SaaS), Platform as a Service (PaaS), or Infrastructure as a Service (IaaS).
2. The classification of data stored
3. Whether it is public, private or hybrid.
4. How much control users has over the operating systems, hardware, and software.
5. How the user, resource, and data requests threshold policies are applied to each cloud service type.

Outcome: A policy to guide Services and IT to choose the right solution as Cloud provision becomes more prevalent in the Council. It will ensure the right level of security and therefore cost is commensurate with the value and sensitivity of the data. It will force business units and IT to consider and review business processes to be more effective with Cloud solutions.

**Information census**

**Description:** An information census is the preliminary step in identifying the information we need to hold and how and where it is currently stored.
**Outcomes:** A census enables the Council to know what information exists, along with an assessment of its usage and value. It is a prerequisite for appropriately protecting and fully utilising and exploiting the information. Part of this assessment is also to gain a clear understanding of the administrative, legal, business and social context in which the Council operates, modelling current information handling processes and a general appreciation of its current information management strengths and weaknesses.

**Corporate Asset Register**

**Description:** Once the Council’s core information is identified, these can be captured in a register which lists assets, along with their attributes such as owner, Service, purpose, type of information and handling requirements. An asset might be a database, a set of paper files, a group of folders on a shared drive, an email folder or a set of information on any media.

**Outcomes:** The register describes the status, value and risks associated with the information asset, for example what are the risks to the business from the asset (for example from its loss, corruption or inappropriate access) to enable these to be adequately mitigated (See Risk Register below).

**Roles and Responsibilities**

**Description:** Within the Council, staff and managers at all levels are involved in the creation, use, and disposal of data and information in the course of daily operations. Job roles with specific accountabilities and responsibilities for handling and managing information and records should be identified. Roles and responsibilities will be defined at both a corporate (governance) and a local (service) level.

**Outcomes:** Roles and responsibilities will be defined at both a corporate (governance) and a local (service) level. Responsibilities will be clearly defined in their job descriptions and supporting awareness and training needs addressed (See Training Programme below). Policies can specify tasks, but unless responsibility is assigned and individuals are held accountable for carrying them out, implementation will be ineffective. Ownership and responsibility for both systems and data must be clearly defined and established, as these systems and the data contained within will be integral to the way the Council operates in years to come.

**Strategic IM Theme 2: Education & Awareness**

This work stream addresses the need to build knowledge and awareness of good Information Management (IM), i.e. managing information as a true asset of our Council. Building and understanding of IM through stakeholder engagement and communications is a precursor to embedding IM roles and responsibilities through more formal training at all levels of the Council. Activity also includes work to redesign business processes to take advantage of new information management systems.
Communications Plan

Description: This is a detailed document that sets out the strategy to ensure the relevant people to have the right messages at the right time.

Outcomes: By targeting specific audiences during the programme, effective communications will generate awareness, understanding, buy in, commitment and action at all levels of the organisation.

Stakeholder Engagement Workshops

Description: A Workshop approach is proposed to engage with Members, Directors, Senior Managers and Partners.

Outcomes: This enables capture of understanding stakeholder needs and their perceptions in order to help build stakeholder involvement and ownership in designing IM solutions.

Re-designed business processes

Description: It is intended that information handling business processes be modelled as part of the Information census.

Outcomes: Where relevant processes may need to be re-designed to take advantage of new tools and technologies and better meet business objectives.

Workforce Training programme

Description: Education and training will be required to ensure people with information related responsibilities at all levels are enabled and have necessary skills and competencies to deliver their service using new technology aligned to new processes and policies.

Outcomes: The success of the Information Management Framework relies on staff recognising data and information as an asset of strategic, operational and administrative value; and handling it in a manner that is transparent and accountable. Education and training will be required to ensure people with information related responsibilities at all levels are enabled and have necessary skills and competencies to deliver their service using new technology aligned to new processes and policies.

Reference Point (Knowledge Hub)

Description: An intranet based “Knowledge Hub” provides a central reference point for staff to access Information and Records Management policies, procedures and guidance. Reference materials may include a Records Management Staff Handbook to help people comply with mandatory requirements for the effective management of information and records.
Outcomes: A Knowledge Hub will enable staff to access IM guidance on demand and reduce risk of duplicated or out of date reference materials being used.

Policy compliance and control

Description: We will determine the compliance procedures and system by which we will ensure our people have a better understanding of the value of good IM practices and their role in achieving it.

Outcomes: Ensuring that employees read, understand and more critically adopt corporate policies is a huge organisational challenge. Simply issuing corporate handbooks and posting information on the intranet does not overcome the problem. We will determine the compliance procedures and system by which we will ensure our people have a better understanding of the value of good IM practices and their role in achieving it.

Strategic IM Theme 3: Enterprise Content Management

This work stream focuses on the business systems and solutions used to capture, manage, store, preserve, and deliver information where and when the organisation needs it. An evaluation of the Enterprise Content Management options is required to support the development of a corporate approach to the storage of information assets. Delivered through implementation of the IT strategy, a number of enabling technologies will be implemented to deliver the range of information capabilities outlined above. Where there is a need to keep documents and files in paper form safe and secure physical storage and archiving solutions will be established.

SharePoint with Records Management Plug In

Description: SharePoint is a web application framework and platform comprising a multi-purpose set of Web technologies backed by a common technical infrastructure. Closely integrated with the Office suite with a similar interface, SharePoint can provide a range of applications such as intranet portals, document & file management, collaboration, social networks, extranets, website, enterprise search and business intelligence. It also has system integration, process integration, and workflow automation capabilities.

A SharePoint Site is a collection of pages, site templates, lists, and libraries configured for the purpose of achieving an express goal. A site may contain sub-sites, and those sites may contain further sub-sites. Examples of Site templates in SharePoint include: blogs, collaboration (team) sites, documents, and meetings.

The Council can use it to help manage its data and applications as an effective way to store, organise, share and access information from almost any device. All that is needed is a web browser. It can be used to centralise access to enterprise information and applications on the corporate network. The plan is for the Council to use SharePoint Online, a cloud-based service, hosted by Microsoft and part of the Office 365 online services.

Outcomes: Organisational benefits such as increased employee engagement, centralising process management, reducing new staff on-boarding costs, and providing the means to capture and share tacit knowledge (e.g. via tools such as wikis/blogs).
By implementing an integrated portal solution, the Council can bring together all the different websites currently in place into a single portal for employees and partners providing consistency in publishing of information in addition to reducing licensing requirements and management costs. The solution also provides the ability to create web forms that can be integrated through the business process life-cycle. This will help facilitate digital by default and customer self services further reducing costs and improving satisfaction rates.

**MS Office 365**

*Description:* Delivered ‘as a service’, Office 365 Enterprise provides a suite of applications such as hosted email, IL2 security, web conferencing, office apps, SharePoint Online, portals, website, collaboration, VOIP integration, AD Integration and associated support services. The Council has chosen to centre its application strategy on Office 365 Enterprise to deliver those key business capabilities identified in the IT Strategy and the information management capabilities outlined here.

*Outcome:* Implementing a unified communication capability covering Email, Instant Messaging, Presence, Voice and Video will bring together all the communication forms into a single platform. Benefits of implementing this programme of work from an information management perspective will be:

- Single unified and integrated communication capability will increase employee productivity
- Enables flexible, remote and mobile working of employees by providing them access to the information they need whenever and wherever they need it
- Enables the concept of bringing the ‘expert’ to the customer to provide a better service by providing “field operatives” access to relevant information they need

**Scanning Solution**

*Description:* Also referred to as Document Imaging, this involves making digital copies of documents and storing them on a hard drive or server, reducing the need to hold information in paper form. A recent report to the Information Governance Board has indicated that that business processes with many services across the organisation are heavily paper based with a significant amount of paper stored in office locations. In one typical service alone, paper filing takes up 28 m2 of office space. The report also noted that documents and other forms of information stored in paper form at a variety of locations throughout the Borough are at risk of being lost, damaged or destroyed because facilities are not consistently secure, fire proof, water proof or environmentally controlled.

*Outcome:* Digitising important documents not only saves storage space, but it helps protect key files and records from damage or loss and provides additional accessibility (for example enabling Mobile Working) that cannot be achieved using the hard copy form.
**Digital mailroom**

**Description:** Digital mailroom is the automation of incoming mail processes. Using document scanning and document capture-technologies, incoming mail is digitised and automatically classified and distributed. Both paper and electronic mail (email) can be managed through the same process allowing the Council to standardise internal mail distribution procedures and adhere to company compliance policies.

**Outcomes:** Implementation of digital mailroom solutions reduces paper-dependency, increases operational efficiency, reduces costs and supports the remote (mobile) accessibility of information.

**Digital preservation**

**Description:** Electronic records are often more at risk of loss and corruption than paper records owing to risk of deterioration of the storage medium or when the retention period exceeds the expected life of the technology. With an ever-increasing dependence on electronic communication and information storage, digital preservation requires a permanent digital preservation platform.

**Outcomes:** Through the application of sound information management principles and procedures, the Council will identify those of its records that should be permanently preserved to form part of the authority’s corporate archive. This will ensure we maintain the Council’s corporate memory as well as avoiding a major information loss or failure.

**Physical Storage & Archiving**

**Description:** Where there is a need to keep documents and files in paper form, as a Council wide approach, we will consider how to best manage our physical information assets in an environment that can sustain them for their full lifecycle (which in some cases could be over 100 years).

**Outcomes:** Developing a strategic approach to the management of physical storage and archiving will consider security, storage space and cost to ensure we operate as effectively and efficiently as possible. In addition to business requirements (statutory obligations, the mitigation of risk and efficient use of information) it is important that primary sources relating to the development of Bournemouth are retained as they form an important part of the town's cultural heritage and its collective memory.

**Master Data Management (MDM)**

**Description:** At a basic level, MDM will help the Council to connect disparate pieces of customer and constituent information across services, programmes and agencies, into a single, actionable view. MDM comprises the processes, governance, policies, standards and tools that consistently define and manage the critical data of an organisation to provide a single point of reference. Note the emphasis is not just on application software but a whole way of working and requires front and back office co-operation.
MDM applications identify, link and synchronise customer information across diverse data sources through semantic reconciliation of master data. This allows the Council to remove duplicates, standardise data, and incorporate rules to eliminate incorrect data from entering the system in order to create an authoritative source of master data.

**Outcomes:** A single view would provide the Council with complete visibility into the services, transactions, and events associated with an individual, entity, or group. This consolidated perspective, coupled with confidence in the accuracy and timeliness of information, can then help drive the Council’s ability to:

- perform research and analytics leading to better service planning and operational delivery
- support a “My Account” approach to on-line service delivery
- improve detection of benefit fraud, waste and abuse
- improve revenue and tax collections
- enhance customer service levels
- better identification of eligibility for benefits entitlement and improve cross programme enrollment rates ensuring optimal outcomes for its most vulnerable residents, including children and the elderly

**MS Service Integration Bus**

**Description:** The integration tool allows the joining up of disparate application data, particularly from front office CRM to back office line of business legacy applications. The IT Strategy has chosen to adopt a Microsoft platform for most of its enterprise applications and the Integration Bus will allow a native integration between MS Dynamics CRM, SharePoint and Office 365 in addition to integrating with the back office.

**Outcomes:** This will allow end-to-end transaction, leading to service fulfilment at first point of contact regardless of channel access as information can flow real time in dealing with customer enquiries. APIs\(^1\) can be opened up to allow structured data to flow between business applications and web-based services, providing automated options for accessing and sharing information between systems, and driving workflow.

**Strategic IM Theme 4: Performance**

This work stream relates to benefits realisation, measuring and monitoring the results of IM initiatives, embedding the business systems and solutions into day to day Business as Usual and ongoing information assurance including managing risks.

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\(^1\) Application Programme Interface - a set of routines, protocols, and tools enabling applications to interact. APIs involve the transfer of data, but not a user interface.
Benefits identification and Base lining

**Description:** A benefit is an outcome of a change (e.g. cashable, productivity improvement, cost avoidance etc) which is perceived as positive by more than one stakeholder.

**Outcomes:** Expected benefits from individual initiatives will need to be identified, clearly defined and linked to the Council’s priorities and objectives. In order to measure benefits realisation following implementation of the initiatives, a base line—current state—will need to be captured and ongoing metrics recorded and monitored to ensure that achievements are properly recognised.

**IM Performance Metrics**

**Description:** Similar to benefits measures, Key performance indicators (KPIs) will need to directly evidence the contribution of Information Management to delivery of the Council’s priorities and objectives.

**Outcomes:** KPIs will be introduced and monitored to provide evidence of corporate Information Management performance on an ongoing basis.

**Information Risk Register**

**Description:** Reliable and accurate information is critical to proper decision making and operation of the Council’s services. Audits and Risk registers are tools which may be used to manage ongoing risks to the confidentiality, integrity and availability of information assets. An Information Risk Register may include, for example, those risks related to data protection, information security, breaches or information transfers through new IT systems introduction and associated mitigation plans.

**Outcomes:** An Information Risk register will record agreed actions to mitigate risks to information assets.

**Information Audits**

**Description:** Regular monitoring of the risk register and compliance with the mitigation plans is carried out, often by means of formal audits.

**Outcomes:** This helps sustain and quality assure the management of our information assets.

**Business Intelligence Hub & Data Warehouse**

**Description:** A Data Warehouse, together with analytical tools will provide the basis for an intelligence hub. The data warehouse will become the core for the consolidation of data from multiple internal and external sources delivering support to all parts of Council business and services. Information is uploaded from Council applications to provide an
enterprise wide repository of data and information, which can be analysed on a secure and trusted platform, whilst not negatively impacting the source application.

**Outcome:** This will provide Portal-based dashboard services, making data easy to understand, breakdown and analyse. The integration of technology and data enables the Council to exploit Business Intelligence and Big Data. This will provide improved strategic insights helping to optimise processes and making evidence based operational decisions e.g. a better view of the demographics of service users will enable informed planning and commissioning strategies to be put in place. The data analysis can be developed to deliver a set of dashboard services such as:

- **Executive Dashboard** - unit cost information, Service performance metrics
- **Channel Shift Dashboard** - monitor progress and direct the digital by design programme effectively capturing information such as cost per contact, user satisfaction, transaction completion rates, volume of failure.
- **Civic Dashboard** - providing the community knowledge relating to what issues people are reporting to the council. Combining this data with geospatial information enables real-time insight into the needs and issues facing the residents of Bournemouth.
- **CIO Dashboard** - reporting of the performance metrics as outlined above

**Outcome:** It will deliver the council’s strategic direction on process improvement through acquisition and understanding of the ‘customer’ base and in the delivery of related information needs such as reporting, analysis and intelligence.

### 4. INFORMATION MANAGEMENT PRINCIPLES

The Council requires a set of IM principles which will guide the development of Information Management and IM decision making going forward. The Guiding Principles are fundamental policy statements about the role of Information Management in support of the Council’s business. They are used by Information Governance Board to guide IM decisions and support strategic direction. Overall, IM Guiding Principles establish directions and core themes for IM that aid the decision-making process and lead to better business and IM alignment. HM Government Information Principles published by the Cabinet Office Efficiency and Reform Group in 2012 have been considered in the development of these. The principles represent a short set of powerful directional ‘touchstones’, that are connected to how the Council will succeed with managing its information to achieve its goals. The IM principles should be considered during the development of other Council strategies. The IM Principles are:

- Information is managed as a valuable asset
- Culture of Openness with appropriate Safeguards
- Information is Re-used
- Standardised, linkable and Fit for Purpose
- Customer Centric Data
IM Principle 1: Information is managed as a Valued Asset

**Description**
Information is an asset which is fundamental to the efficient and effective delivery of public services. This principle emphasises the importance of the Council to understand the information that it uses and valuing that information in business terms. It draws the parallel with other Council assets (e.g. buildings, technology, people, finance) - highlighting the need for information to be understood, recorded, valued, protected and exploited like any other organisational asset.

**Rationale**
The valuing of information as an asset provides the foundation on which all other principles depend.
Knowing what information exists, along with an assessment of its usage and value is a pre-requisite for appropriately protecting and fully utilising and exploiting information. Acknowledging the value of this important resource and managing it appropriately will help the Council to achieve its strategic business objectives.

**Implications**
- Define the approach for consistently identifying, categorising and cataloguing Information Assets and their purpose
- Assess and record the value of information to the Council and others
- Identify assets as part of Information Census
- Develop a Corporate File Plan incorporating a Retention & Disposal Schedule
- Establish and regularly review a Corporate Information Asset Register (including digital assets).
**IM Principle 2: Culture of Openness with appropriate safeguards**

**Description**
The culture of the organisation is to be open and share information unless there is a good reason not to do so, whether it is provision of information through the Council’s website or other medium or the provision of “Open Data” through a data portal.

**Rationale**
The need for the Council to be open and share its data is more crucial in these austere times. It will help better target scarce resources and services to those in need, working better with partners and providing transparency in Council decisions, resource allocations and expenditure.

The provision of raw data formatted into an Open Data Portal is part of the Council’s Digital Strategy to help stimulate an ecosystem of innovation and application developments that benefit local people and local businesses.

**Implications**
- A cultural change is required in the management of information assets and the value of openness.
- We will share information with partners when it is necessary and relevant to meet defined purpose or purposes, to achieve shared objectives.
- The business risks of not sharing information are considered and recorded and there is clarity about why this is the case, with action taken to escalate if necessary.
- Greater transparency and clarity about ownership of information assets.
- Engage with customers to identify high-value data or content as first-move candidates to make compliant with Digital Challenge and new open data, content, and web API policy.
- Survey of Council data sets and what can be made available through an open data portal.
IM Principle 3: Information is Re-Used

Description
The value of information can be multiplied by re-use. This requires a change of mindset - to think outside of traditional silos and proactively look for opportunities to re-use.

Re-use involves considering what information the Council can make available to others, but it also involves looking at what others have on offer, and how the Council might itself re-use this external information.

Information which appears initially unsuitable may often be reformatted for re-use. For example, operational information that identifies individuals can be ‘anonymised’ or aggregated and be of wider value.

Rationale
Re-use of information presents opportunities for cost savings and efficiencies. More broadly, a “joined up” approach to the sharing of information across the public sector to deliver services is becoming increasingly important and expected.

Finally, re-use avoids the problem of multiple sources of information within the Council competing to be the authoritative source, or worse, the use of sources under the false assumption of their authority.

Implications
- Identify opportunities to re-use information
- Address constraints on re-use
- Establish approach to promote and discover information that can be re-used
- Create and communicate protocols, standards and guidelines to support effective information sharing within the Council and with our partners.
IM Principle 4: Standardised, Linkable & Fit-for-Purpose

Description
This principle is about data quality. It is important to ensure that information is of sufficient quality to meet the purpose for which it is intended, both its primary purpose and any secondary purposes. Furthermore, in an environment where information is widely reused and published, it may not always be possible for the originator to foresee all potential downstream uses. Therefore information quality needs to be communicated consistently to those that may wish to re-use it, so that they can objectively judge for themselves if it is suitable.

The aspects of quality include factors such as accuracy, validity, reliability, timeliness, relevance, and completeness. The actual quality of information should also be regularly monitored to ensure that it at least meets the levels that have been assessed as necessary for its purpose.

A further aspect of this principle is considering alignment between information and its supporting technical platform and format. For example, if information were to be needed for online statistical analysis then it would be inappropriate for it to be locked up in a proprietary legacy system, or stored offline on back-up tapes, or only available in an unstructured PDF format.

This principle doesn’t require information to be perfect, only that it is of sufficient quality for the intended use, and that its quality characteristics are advertised with the source itself.

Rationale
Drawing conclusions based on information of insufficient quality is clearly inappropriate. However equally undesirable is withholding information that, while imperfect, could still provide value and be fit for some purposes.

Implications
- An understanding of the quality characteristics of information is essential to its appropriate use, and is particularly important when judging its suitability for re-use to meet new purposes.
- Need to define approach to determine information quality characteristics, how it is describes and recorded.
- Develop processes for monitor and assure information quality.
- Assess technology platforms and format for suitability against information’s purpose.
- Establish classification scheme for search & navigation.
- Create communications standards & guidelines to support information quality.
IT Principle 5: Customer Centric Data

Description  This principle influences how we create, manage, and present data through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, whenever and however they want it.

Rationale  From how we create information, to the systems we use to manage it, to how we organise and present it, we must focus on our customers’ needs. Putting the customer first means quality information is accessible, current and accurate at any time whether the customer is in their home, council office or on the go. This means facilitating more collaboration across agencies to ensure when customers and employees interact with public service related information and services, they can find what they need and complete transactions with a level of efficiency that rivals their experiences when engaging with the private-sector.

Implications  The customer-centric principle will drive us to do several things:

- develop a level of customer insight to understand the customer’s business, needs and desires;
- make content more broadly available and accessible and present it through multiple channels in a program- and device-agnostic way;
- make content more accurate and understandable by maintaining plain language and content freshness standards; and offer easy paths for feedback to ensure we continually improve service delivery.
## WORK PROGRAMME 2014/15 - ADMINISTRATION AND RESOURCES OVERVIEW AND SCRUTINY PANEL

**PANEL MEETING DATE: 16 DECEMBER 2014**

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<td>To give pre-scrutiny of the initial pilot programme under the strategic finance partnership with Legal and General Property together with long term scrutiny of the effectiveness of the partnership.</td>
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<td>Partnership Working to Support the Local Economy</td>
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<td>Town Centre Vision - Bournemouth Development Company</td>
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