

Vibrant, Dynamic & Forward Looking



CORPORATE INFORMATION MANAGEMENT STRATEGY

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WHO AND WHAT IS THIS STRATEGY FOR?

All employees of Aberdeen City Council (ACC), its 3rd party contractors and Arm's Length External Organisations (ALEOS) need information every day in order to do their jobs – the Council cannot function or meet its objectives without it. This Strategy is not just for those working on or assigned information management roles, it is for all Council staff, for every role, at every grade, in every part of the Council. It outlines what 'we' as a Council need to do in order to manage our information in a confident and transparent way.

WHY DO WE NEED A STRATEGY?

The Information Management Strategy will provide the Council with a framework in which it can manage its Information Assets through an Improvement Programme that will ensure that the Council has data, information and knowledge, which is:

- **Useable:** information will be accurate, up to date, and fit for purpose. The Council will have the information it needs.
- **Accessible:** information will be in the right place, organised appropriately, open wherever possible, protected where required. The Council will have the information it needs, where it needs it.
- **Reliable:** the Council will have access to the information it needs, where it needs it, whenever it needs it and that appropriate business continuity arrangements are in place to protect it.

The Council defines its Information Assets as all data, information and knowledge generated, sent, received or used by it in the undertaking of its functions – whether it be delivering its services, formulating policy, holding meetings, managing budgets or monitoring projects. These Information Assets come in a variety of formats including paper records, electronic mail, spreadsheets, data in business systems, audio and video recordings and web pages, which are held within a variety of manual and electronic systems. This Strategy recognises the value of these assets and the importance placed on their proper management throughout its lifecycle as a vital corporate function.

This Strategy introduces a revised and more cohesive approach to how ACC will manage its information assets. This approach has been devised in consultation with all internal stakeholders including those representing Services, Senior Information Risk Owner (SIRO), Records and Information Compliance Management, Risk and Knowledge Management, Information and Communications Technology and Human Resources, as a means of managing the vast and diverse volumes and formats of information assets now and for the future. Accountability, governance and scrutiny of public authority spending and service delivery have increased across the political and legislative landscape. The arrangements in place for demonstrating these key principles are more visible than ever with the now established and coordinated

regulatory regimes for The Freedom of Information (Scotland) Act 2001, Data Protection Act 1998 and the more recent Public Records (Scotland) Act 2011. This challenges the Council to find more efficient ways of maximising the benefits from its information assets, by managing them more effectively, re-using and utilising where viable, sharing wherever possible and at the same time protecting accordingly.

WHATS IN IT FOR YOU?

Improving the way in which we use our information brings a number of benefits to you and to the Council. Good information Management provides you with the following benefits:

- Finding the information you need quickly and easily;
- Knowing what you need to keep and what you can dispose of – removing duplication and the “I’ll keep that just in case” approach;
- Knowing where to keep it and how to save it;
- Encourages learning and accelerates staff development;
- Working more efficiently, making best use of resources – re-using information and knowledge created by you or others and not reinventing the wheel;
- Working more collaboratively – making best use of skills and knowledge;
- Knowing what you can share and with whom;
- Reducing time spent looking for relevant information;
- Knowing what information needs to be protected and what should be made available to the public; and
- Providing assurance that risks are reduced and that you are complying with your responsibilities under legal requirements

WHATS IN IT FOR YOUR SERVICE AREA?

Good information management provides the Service the following benefits:

- Enables us to provide a more effective service to stakeholders and customers with greater transparency around the information
- Preserves our reputation with the public and enables us to meet expectations of how we will manage their information;
- Supports collaborative working with the best resources for the best results;
- Provides faster task completion as information is re-used with little duplication of effort;
- Builds trust in the quality of our information both for staff and our customers;
- Supports informed decision and policy making that is information led;
- Ensures compliance with legal requirements;
- Improves access to information and knowledge available within the Service and throughout the Council;
- Preserves for the public record decisions being made now which will become our history in the future;

- Creates a culture where information is routinely captured, shared and used in support of business processes;
- Increases our efficiency by enabling us to get the most out of the information we hold and to re-use it, which prevents us having to start all over again each time;
- Reduces the levels of information-related risk and ensures that our information is protected and secure;
- Provides confidence and assurance to Senior Information Risk Owners (SIROs/Directors) that we are managing information risk in the Service; and
- Through the role of Information Asset Owners (IAOs/Directorate Business Managers), ensures that we are aware of our information holdings

WHATS IN IT FOR THE PUBLIC?

The Information Management Strategy provides a robust framework to support delivery of the Council's corporate priorities for Aberdeen of smarter governance, smarter living, smarter people, a smarter environment, a smarter economy and smarter mobility, namely that it:

- Make best use of the financial resources available to us, ensuring best value for the public purse;
- Have a flexible, skilled and motivated workforce;
- Listen to, and be open and responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed;
- Work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen.

WHAT DOES GOOD INFORMATION MANAGEMENT SOUND LIKE?

Every member of staff in the Council can say:

'I know what information we've got and where it's stored'

'I collaborate with others to share knowledge and information'

'I know how to protect information and the importance of managing it appropriately'

'The knowledge I hold is recognised as a valuable asset within my team and/or Service'

'I have the skills I need to manage information'

'I know what's expected of me when creating and using information'

'I have the information and knowledge I need to make good decisions and provide good customer service'

'I have the information technology that I need to manage information'

'I know why all this matters because I am part of an organisation that values knowledge and information'

WHAT DOES GOOD INFORMATION MANAGEMENT LOOK LIKE?

We will publish an Improvement Programme outlining how the strategy will be implemented across the Council, its 3rd party contractors and Arms Length External Organisations (ALEOs). The content of the improvement programme will be formed using two methods:

1. Integrating all information management functions and activities across the Council including Governance, Lifecycle, Continuity, Culture and Systems Infrastructure (see charts at Appendices 1&2).

- **Business Continuity and Disaster Recovery**

We will work to create a business continuity and disaster recovery vital information procedure that ensures vital information is identified, appropriately stored and is accessible. This will ensure that vital information is both suitably protected and readily accessible even in times of crisis.

- **Culture, Training and Communications**

We will work to create an environment where information management skills are recognised and valued in the same way that management, communication, project management and financial skills are; where good information management skills are seen as core skills required by all council staff; and work towards recognising information management skills and behaviours in the performance management process. Similarly, poor information management skills or behaviours will be monitored and training needs identified.

- **Information and Records Lifecycle Management**

We will provide staff with the right tools and knowledge for managing all information and records throughout their lifecycle, so that all staff know what information is available to them, why it is being held, where it is stored, who has access to it and for how long it should be retained. This will include aligning all management of our records and information with the Corporate Business Classification Scheme, using Service File Plans and a Corporate Records Retention Schedule. We will find effective solutions for managing our information and records in all formats, avoiding unnecessary duplication and inefficient dependencies. This will increase the use of shared corporate repositories enabling quicker responses to Freedom of Information requests and improving what we publish demonstrating our commitment to openness and transparency.

- **Information Preservation**

We will we have clear and consistent, policy and procedures for identifying when council information requires to be transferred and preserved permanently, based on the completeness of the archive record and not the medium in which it is held. We will make sure that we secure this information for future generations by working toward compliance with relevant standards for the storage and curation of both physical and digital archival materials.

- **Knowledge, Reuse and Performance**

We will work to ensure that we have the right framework and tools in place to capture and marshal organisational knowledge. Information and knowledge are key corporate assets and we all have a responsibility to share and re-use them to release their value and maximise benefits to the business and the public. Data held by us should be open to re-use unless there is a good reason not to. It is essential that we communicate to staff that the protection and sharing of information are not opposing principles. We work to ensure that the organisation has accurate and good quality information to support both intelligent decision-making and performance improvement.

- **Risk and Governance**

We will maintain a proactive, planned, and proportionate approach to managing all council information using a maturity model, which identifies assurance measures that will reduce risk, increase performance and provide the controls and measures where all information management disciplines are compliant. We will be confident and efficient to managing risk, that this is appropriate and balanced with our business needs, enabling staff to do their jobs whilst safeguarding information.

- **Technical and Physical Systems Management**

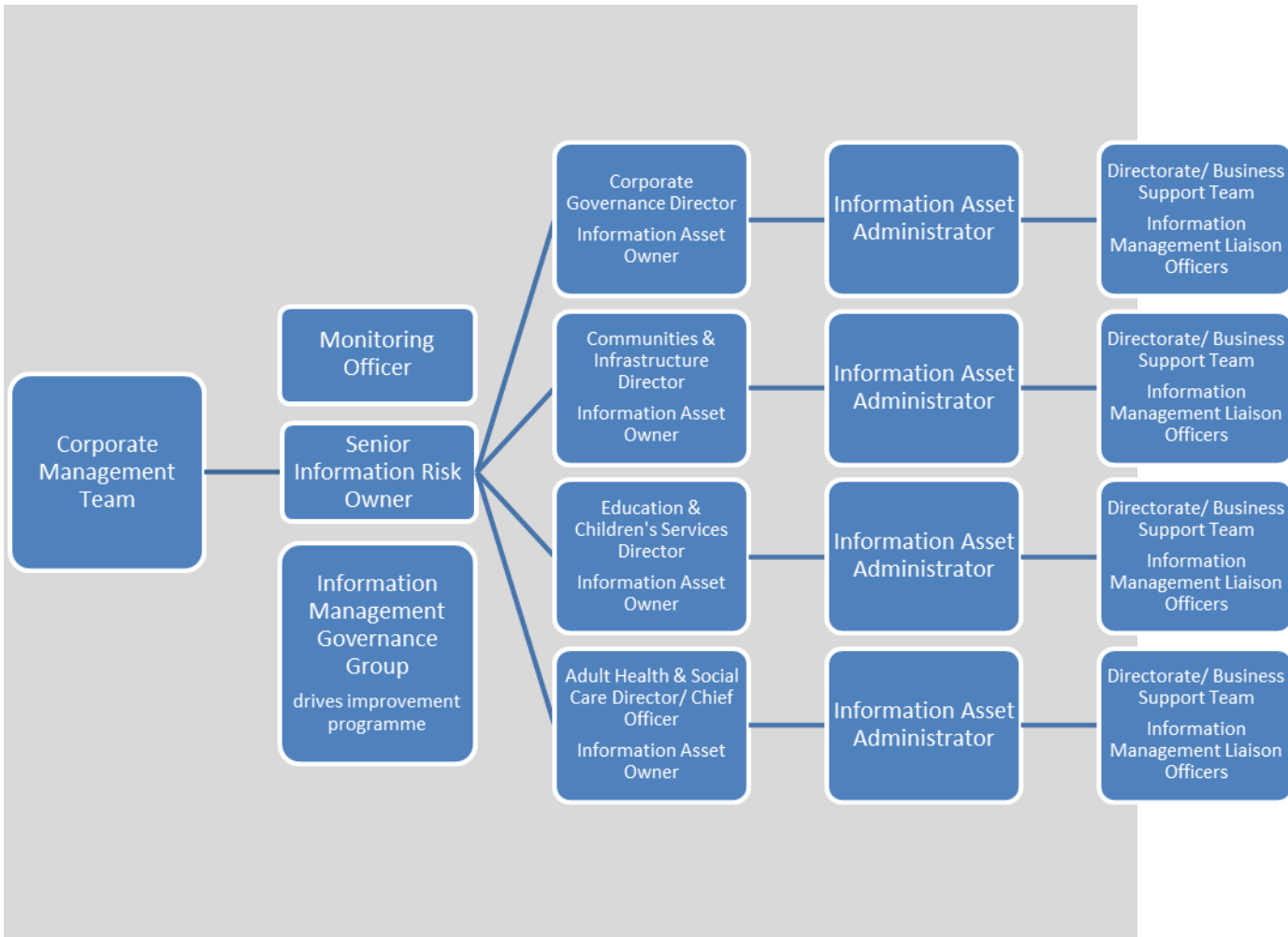
We will work to ensure that our information management and information technology requirements are aligned and that information management needs are a key factor in the making of IT decisions. This will encompass the business specification and design of new systems, the implementation and management of systems; the management of legacy systems and data migration; and the secure disposal of information and IT equipment. New approaches to technology, such as cloud, will have implications for how we manage and protect our information. In working to address these, we must focus on the information and content within systems, the physical and virtual spaces these are held and not the technology alone.

2. Application of CESG, the UK Government's National Technical Authority for Information Assurance Assessment Framework and Maturity Model as a standard for future planning

- Reach consensus with all internal Stakeholders on information assurance maturity levels
- Agree information assurance targets and Stakeholder leads within strategy improvement programme actions
- Further develop governance, accountability and strategic direction of all corporate information asset management now and in the future

HOW WILL WE MAKE IT HAPPEN?

Overall governance and strategic responsibilities for this Strategy and Improvement Programme will be assigned to the Council’s Senior Information Risk Owner (SIRO). All activity from the improvement programme will be monitored, actioned and reported on to the SIRO through the Information Management Governance group; who are the key representatives from each of the primary domains described above.



The Governance chart above illustrates those specific job roles that have particular responsibilities, as outlined in detail below:

Senior Information Risk Owner

Responsible for the corporate monitoring and implementation of the Information Management Strategy and Improvement Programme; managing the risks and assurance measures, maturity level targets and reporting regularly to CMT on the effectiveness of this programme of work and alerting to issues of non compliance.

Monitoring Officer

Local Authority Standing Order 42(3) requires Council’s to designate this role to be responsible for monitoring any proposal, decision, or omission by the Council, Committee, Sub Committee or Officer that contravenes any legislation or Code of Practice and is the named person responsible for the Data Protection Act 1998.

Information Asset Owner

The authorising person within a Directorate, Director/Head of Service; responsible for ensuring the Information Management Strategy Improvement Programme targets are implemented and adopted by staff and for the assets within their service. They are also the owners of Information Management Risks and for ensuring that the risks are managed in accordance with Council policy and practice.

Information Asset Administrator

Information Asset Administrators are responsible for ensuring information management policies and procedures are followed, recognising actual or potential security incidents, consulting their Information Asset Owner on incident management, and ensuring that information asset registers are accurate and up to date and that appropriate monitoring and reporting is in place.

Information Management Liaison Officers

Responsible as part of the Directorate Business Support Team for ensuring information management practice and policies are followed by all staff, providing frontline support to Directorate staff to adhere to all information management requirements and identifying any issue to their Information Asset Administrators.

INFORMATION MANAGEMENT IMPROVEMENT PROGRAMME

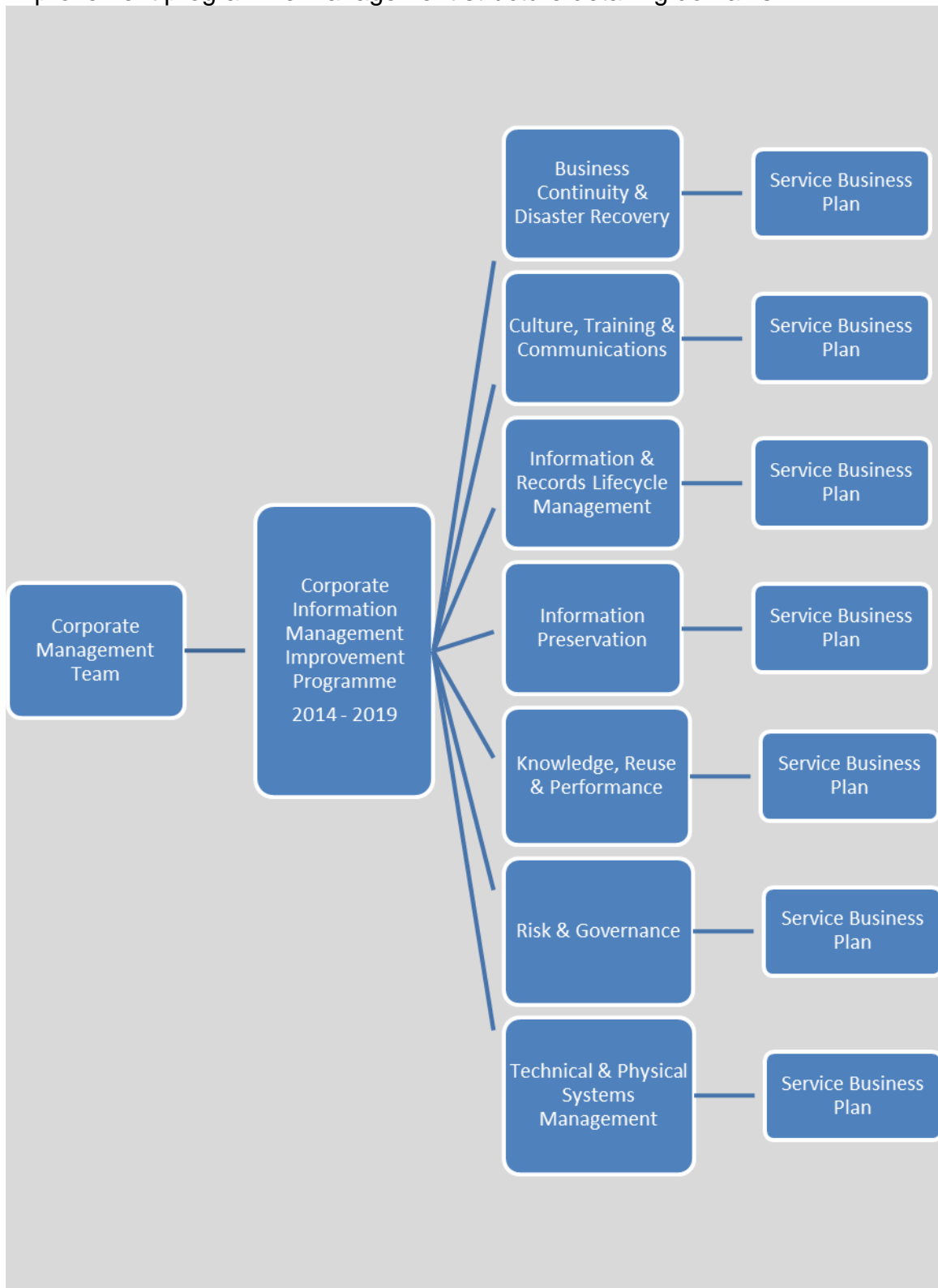
It is vital to this Strategy that all Service areas adopt the principles of information management in all operational activities, decision making processes and internal/external exchanges of information and that they fully engage with the Information Management Improvement Programme at Appendix 2. The Improvement Programme will be led and actioned by key Stakeholders on the Information Management Strategy Governance group who will meet bi-monthly with the SIRO as Chair to report progress.

APPROVAL OF STRATEGY

This 5-year strategy and improvement programme will be monitored and reported on by the Senior Information Risk Owner (SIRO) on a quarterly basis, reported to the Corporate Management Team and reviewed annually to ensure that it remains in line with legal and business requirements and corporate priorities.

Appendix 1

Improvement programme management structure detailing domains



Appendix 2

Worked examples of domain priorities from maturity level and business plan

