

# INFORMATION MANAGEMENT STRATEGY



---

**CR&OD**

Release: Final  
Date: June 2011

Author: Kenny Rae  
Owner: East Dunbartonshire Council  
Client: Director Corporate & Customer Services  
Document Ref: N/A  
Version No: 1.0

# Table of Contents

1	Introduction .....	3
2	What is Information/Information Management .....	3
2.1	Information.....	3
2.2	Information Management.....	4
3	The Current Situation.....	5
4	The Council's Aims and Objectives for Information Management.....	7
4.1	Aims.....	7
4.2	Objectives.....	7
5.	Corporate Policies & Procedures.....	9
6.	Information Management Programme .....	9

# 1 Introduction

East Dunbartonshire Council recognises the need to develop and implement an Information Management Strategy. Information is one of the Council's key assets with an equal value to its people, property and finances and yet is not being managed with the same consideration.

Information Management within the council is currently defined by legislation put in place by the Freedom of Information (Scotland) Act 2004 and the Data Protection Act 2002. The current financial situation has called for the Council to make better use of existing resources. The Strategic Operating Model recognises that good Information Management can improve the quality of information, make information easier to find, free up employee time, free up valuable office space and reduce overall storage costs.

This strategy aims to highlight the following with regards to Information Management:

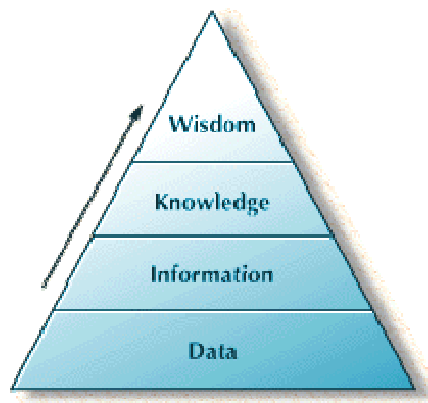
- Where we currently are
- Where we want to be
- How we plan to get there

## 2 What is Information/Information Management

### 2.1 Information

The diagram below shows the traditional information hierarchy with the following definitions:

Term	Definition
Data	Data is numbers, words or images that have yet to be organised or analysed to answer a specific question.
Information	Information is produced through processing, manipulating and organising data to answer questions, adding to the knowledge of the receiver.
Knowledge	Knowledge is the process of turning information into business value. It involves interpreting the information received, adding relevance and context to clarify the insights the information contains.
Wisdom	Wisdom is acquired through the processing of information and knowledge.



Information and data can be held in many forms:

- Data held within databases
- Information held within databases
- Electronic, printed or handwritten documents which may contain text, graphics, images, audio or video content
- Informal information held by individuals in notes of meetings, diaries, etc
- Hard copy original documents such as purchase orders or invoices

and stored on many formats:

- Digital format online and offline (network file storage, email, etc)
- CDs
- USB sticks
- Paper based filing systems
- Tapes
- Many more...

For the purposes of this strategy, please note that further references to the term 'Information' encompasses the definitions of both 'Information' and 'Data' on the previous page.

A subset of all our documents may also be classified as Records. These documents should be identified and protected and be made available to those authorised to access them. They may be held in a digital or paper format. All of the above make it very difficult for an organisation to manage its records effectively.

## **2.2 Information Management**

Information Management is an umbrella term used to encompass systems, processes, people and content within an organisation with regards to the creation and use of corporate information.

It is important to recognise that all information created and captured by the Council

should be treated as a corporate resource and shared with those who either have a need or a right to see it.

It is also important to recognise that Information Management is not a technology problem. Technology plays a major part in the creation and management of information, but it should only be seen to meet the requirements of business processes and practices that determine the creation and use of information. For information management to be a success we need to consider:

- People
- Process
- Content
- Technology

Information Management is the handling of information from one or many sources to optimise access by all who have a right to access that information in a way that maximises value for customers.

While the increased use of ICT in society has resulted in more information, it has not necessarily resulted in better information.

Effective information management is also not just about collecting and storing information but rather using it to support better and more efficient customer service. Information only becomes valuable when people use it, no matter how accurate and up-to-date it is.

### **3 The Current Situation**

There is currently no centralised corporate Information Management Strategy in place within East Dunbartonshire Council. In general, services areas create and maintain their own set(s) of information in isolation with no formal procedures in place across the Council to share with others where necessary. This has led to inconsistencies with regards to:

- The capturing of information and therefore led to duplication
- The quality of such information
- The storage of information
- The disposal of information
- The use of information

Some Services have attempted to put good Information Management into practise but this is not consistent across the organisation and it has been recognised that this requires to be driven at a corporate level.

The Planning Service has in place the IDOX Document Management System which was obtained through the national ePlanning initiative.

Roads and Neighbourhood Services currently use an Electronic Document Management System (EDMS) which allows them to scan mail and deal with it

electronically, however other Services have been discouraged from procuring their own solutions in anticipation of a corporate solution being developed.

Corporate ICT have recently produced a Systems Architecture Model (SAM) which will detail areas of duplication across all Council systems and suggest areas of improvement. The SAM also states that, where possible, a single corporate solution should be sought rather than individual departmental solutions being in place. This should be taken into account with regards to document management.

East Dunbartonshire Council has a corporate web content management system in place which is used to create and maintain the content on the corporate website. This system will also be used in the near future to manage content for the Hub and other bespoke satellite sites.

The Council's spatial data and address data are held within central systems and some integration exists where this data is shared.

A technical solution to remote working has been put in place by ICT with access to the majority of the Council's software applications, the Hub and network drives available to users. Employees accessing council systems internally or remotely are required to comply with a series of Information Security Policies which have been developed and are published on the Hub. ICT have purchased a penetration testing service which allows for the testing of the Council's ICT infrastructure to ensure security levels are maintained.

A Records Management Policy exists and is published on the corporate website. This document is dated August 2004 and refers to roles and responsibilities within the council that no longer exist.

A draft Record Disposition Policy exists and is dated February 2011. This document is not published as yet. The document refers to roles and responsibilities that no longer exist within the council.

A Freedom of Information (FOI) Publication Scheme exists and is published on the corporate website. This document is currently being revised by our FOI/Data Protection Officer.

Responsibility for the various policies mentioned above and within section 5 of this document are currently spread across various divisions of the Corporate and Customer Services Directorate.

## **4 The Council's Aims and Objectives for Information Management**

East Dunbartonshire Council is creating a culture where information is thought of as a Council resource and made available to those who need it, when they need it and in the format they need.

Information will be managed fully from point of creation through to disposal in a manner that supports the delivery of excellent customer services across the Council and also supports the planning and decision making processes.

### **4.1 Aims**

The development and implementation of a corporate Information Management Strategy has been identified as a key activity within Customer Relations and Organisational Development's Business Improvement Plan and directly relates to National Outcome 15 and Local Outcome 9 of the Single Outcome Agreement (SOA).

The high level aims of the strategy:

- a) To improve the accuracy, timeliness, relevance and effective use of information in decision making, service development and performance management
- b) To improve communication, integration and access to information across services, partner organisations and the community to support best practice and continuous improvement in service delivery
- c) To achieve legislative and regulatory compliance
- d) To put in place an Information Management Framework
- e) To reduce storage space and costs

### **4.2 Objectives**

- a) *To improve the accuracy, timeliness, relevance and effective use of information in decision making, service development and performance management*
  - Information is retained and disposed of in a controlled manner
  - Information is consistent and accurate
  - Procurement and implementation of an EDRMS
- b) *To improve communication, integration and access to information across services, partner organisations and the community to support best practice*

*and continuous improvement in service delivery*

- Information is captured at the point of creation and stored centrally
- Information is captured once and is able to be used many times by many systems
- Systems and procedures put in place to facilitate the sharing of information both internally and externally
- Information is tagged with relevant metadata to allow quick and easy retrieval and cross referencing
- Information is assigned security permissions and version control which will allow the correct people, the appropriate access to the correct information
- Procurement and implementation of an EDRMS

*c) To achieve legislative and regulatory compliance*

- Information is managed in a way that ensures compliance with Freedom of Information principles
- Protect/uphold the personal data rights of individuals according to Data Protection and other appropriate legislation
- Appropriate employee training is available and included in the employee induction programme and PDR process

*d) To put in place an Information Management Framework*

- Review and rationalise existing related Strategy and Policy documents
- Existing related Strategy and Policy documents are revised, maintained and implemented
- Identify resources required to deliver Information Management

*e) To reduce storage space and costs*

- Procurement and implementation of an EDRMS
- Recommendations on hard copy records storage
- Implement Records Retention policy

The implementation of these aims and objectives will in turn lead to:

- Improved employee productivity
- Improved customer service
- Improved service delivery
- Improved responsiveness to change
- Reduced ICT costs (including telephone costs)
- More effective use of the Councils ICT infrastructure
- Reduced employee costs
- Reduced space costs
- Protects corporate memory



## 5. Corporate Policies & Procedures

The successful implementation of this Information Management Strategy requires corporate policies and procedures to be agreed and implemented by the relevant service areas. Some policies and procedures that already exist may need to be revised to take into account the existence of an Information Management strategy and some may need to be created due the existence of this strategy. The updating and creation of policies should be in line with the Policy Development Framework. Policies and procedures which may be affected include:

• Records Management Policy	Legal & Democratic
• Corporate Classification Scheme	Legal & Democratic
• Corporate File Plan	Legal & Democratic
• Records Retention Scheme	Legal & Democratic
• Localised FOI Publication Scheme	Legal & Democratic
• Localised Data Protection Policy/Statement	Legal & Democratic
• Information Security Strategy	Legal & Democratic
• Information Security Policies	Legal & Democratic
• Corporate ICT Strategy	Finance & ICT
• Email Storage and Retention Policy	Finance & ICT
• Systems Architecture Model (SAM)	Finance & ICT
• ICT Security Policies and Procedures	Finance & ICT
• Customer Services Strategy	CR&OD
• Web/Intranet Strategy	CR&OD
• GIS Strategy	CR&OD

## 6. Information Management Programme

It is recommended that the following programme of work is carried out:

- a) Procure support for the Information Management programme of work.
- b) An Information Management Implementation plan should be produced.
- c) Undertake a Corporate Information and Records Audit in accordance with the 'Five Principles of Information Management' (BSI DISC PD0010).

Principle 1: Recognise and understand all types of information

Principle 2: Understand the legal issues and duty of care responsibilities

Principle 3: Identify and specify business processes and procedures

Principle 4: Identify enabling technologies to support business processes and procedures

Principle 5: Audit and monitor business processes and procedures

- d) Develop a Corporate Records Management Plan in line with the requirement of the Public Records (Scotland) Bill.
- e) Produce a Corporate File Plan and a Corporate Record Retention Schedule. These will apply to all relevant information/records identified as part of the audit.
- f) Undertake an EDRMS procurement project to identify, procure and implement EDRMS across the Council.