	THE HIGHLAND COUNCIL	Agenda Item	
	Finance, Housing and Resources Committee		**20**
	28 August 2013		
	Information Management Strategy	Report No	
	Report by Assistant Chief Executive		**FHR/ 105/13**

Summary

This report provides Members with information on the revised Information Management strategy for 2013-2017 and provides an update on progress made on the implementation of the 2009-2012 Information Management strategy

1   Background

1.1   The current Information Management Strategy covers the period 2009-2012 and was last presented to Committee in November 2011. With a commitment to carry regular reviews there is therefore a need to inform Members of the updated strategy to cover 2013-2017.

1.2   The purpose of this report is to provide an update on the implementation of the 2009-2012 Information Strategy, an overview of the changes to the revised Information Management Strategy covering 2013-2017 and outline a new Implementation Plan for the strategy. This sets out the strategic initiatives, provides an update on progress made on the implementation of these and planned work to deliver further progress.

2   Information Management Strategy 2013-2017 Overview

2.1   The strategy has been reviewed, restructured and rewritten to more clearly present the strategic position. The overall strategic position set out in the Information Management Strategy remains the same as the previous strategy.

2.2   The Information Management Principles have been updated, using the more focused principles set out in the current Information Management Policy as a basis for an updated list of principles. It is the intention to include these in the review of the Information Management Policy that will be presented to the FHR Committee in October.

2.3   A sixth Information Management stream has been added to reflect the significance of geospatial data and the importance of its effective management. This covers corporate management of mapping and data that identifies the geographic location of features and boundaries such as buildings and streets (both structured and unstructured). The Information Management & Security Team is responsible for the Geographical Information Service that manages the council's central store of mapping and works towards providing the Council with a single view of its geography and enabling spatial capability within its information systems.

3   IM Strategy Implementation Plan 2013-2014

3.1   The strategic initiatives that were previously set out in the 2009-2012 strategy have now been reflected in the IM Strategy Implementation Plan (Annex 1 of the Strategy). This plan has been expanded to provide more detail on the initiative objectives, the delivery plan, and to identify an owner for each initiative. The plan has been updated with progress made to date.

3.2   The 2009-2012 Strategy set out 11 initiatives to support the delivery of the Strategy. These all continue to be relevant and have therefore been included in this new plan.

3.3   An additional initiative has been added to outline the work that is underway to review the Geographical Information Service that is provided by the Information Management & Security Team. This review will ensure that both the technology platform and its deployment meet the Council's needs and delivers value for money for the Council.

3.4   The IM Strategy Implementation Plan for 2013-14 is managed by the Head of E-Government and will monitor progress with updates being provided to the IM Governance Board.

4   Information Management Governance

4.1   A new Board has been created to oversee the management of Information Management Strategy and the implementation of this across the council, the Information Management Governance Board.

4.2   An Information Management Lead Officer at head of service level from each of the Services has been identified that will represent their Service on the Board.

4.3   The primary role of the Board is to identify priorities for the implementation of Information Management improvements and the strategic initiatives.

5   Delivery of Strategy Initiatives (2009-2012)

5.1   **Initiative 1: Define an information management architecture to allow management in a consistent and integrated manner across services and systems**

5.1.1   A Corporate Classification Scheme (Highland Council Classification Scheme - HCCS) based on the Local Government Classification Scheme has been adopted and will be used for classification of records that are stored in structured document management stores within SharePoint 2010 where this is feasible.

5.1.2   The HCCS classification will be applied to Information Assets listed within the Council Information Asset Register

5.1.3   The SharePoint 2010 system will support the appropriate addition of metadata to documents and list based information. This is being gradually made available to support business processes and business units. The rollout of this will be as part of a review of information management practices and will be delivered through the CIP Managing

Information (MI) Project

5.1.4　A proposed document naming convention has been created and is currently under professional review prior to adoption as part of the MI Project.

5.2　Initiative 2: Publish and enforce Information Management Policies

5.2.1　This has been partially achieved. Further development of and implementation of Information Management policies continues to be a requirement for the strategy.

5.2.2　The Information Management Policy was approved in April 2011 and there is a planned review in October 2013.

5.2.3　The Records Management Policy was approved in August 2010 and will be reviewed in 2013.　As part of the implementation of the policy, work has been undertaken to improve the retention schedules and is part of on-going activity.

5.2.4　Information Management online training has been developed and staff have been informed of the requirement to complete this core module. Take up however has been disappointing low and further promotion and enforcement is required. The Information Management Governance Board will be addressing this issue.

5.2.5　The updated Information Management Strategy contained a commitment to create a Procurement of Information Systems guidance document. This has not yet been produced.

5.2.6　A commitment was made to develop an Email Policy. This is more appropriate to be provided as guidance to staff and will be reviewed and made available to staff by December 2013.

5.3　Initiative 3: To establish Document Scanning and online Correspondence Tracking

5.3.1　The last update highlighted that a centralised document scanning and correspondence tracking facility was successfully introduced to Planning and Development and Finance services, deployed to support the Revenue and Benefits and E-Planning workflow.

5.3.2　There has been no further expansion of this to other areas, but the CIP MI Project is reviewing options for managing the large volumes of paper currently held by the council. The option of expanding use of the centralised document scanning facility is an option that is being explored.

5.4　Initiative 4: Collaboration and Document Management System

5.4.1　The initial work to support team working within Business Support has been undertaken; learning from this has been used to support further development of the SharePoint 2010 platform.

5.4.2　The Information Management & Security Team within ICT Services manages the SharePoint 2010 platform with support from the CIP MI Project Team. Work has been undertaken to deliver a stable internal platform for collaboration, document management and workflow utilisation.

5.4.3 The MI Project will deliver internal use of collaboration and Document Management, along with access to records management and search facilities using SharePoint 2010. The two year project will focus on high priority areas within the council to rollout effective information management, using SharePoint facilities and other tools to support this.

5.4.4 Collaboration with partners using SharePoint 2010 was investigated but technical difficulties with this have meant that the council has focused use of resources on to the delivery of an internal collaboration and document management platform.

5.4.5 Use of workflow / document approval functionality has been investigated by CIP for use to support business processes that are managed by Business Support. The travel desk service using SharePoint 2010 workflow has been successfully implemented. Learning from this and other use of workflow will be used to support further work through the CIP MI Project and Business Support Project.

5.5 Initiative 5: Records Management

5.5.1 The delivery of Records Management is provided by Highlife Highland on behalf of the council. A service level agreement is currently being developed. Responsibility for Records Management remains with the council and this is overseen by the Senior Information & Security Officer on behalf of the Head of E-Government. There is an established close working relationship between the Records Management Service and the Information Management & Security Team due to records management being a part of effective information management.

5.5.2 Records Management training has been integrated into the Information Management online learning that has been made available to all staff.

5.5.3 The Public Records (Scotland) Act 2011 places obligations on the council to put in place effective records management and produce a plan. A review of the current Records Management Policy will be completed by October 2013.

5.5.4 Business support roles contain responsibilities to support both information and records management work and discussions have commenced with Business Support to create a new IM Link Officer role. The MI Project will support delivery of this.

5.6 Initiative 6: Search and Retrieval

5.6.1 Exploratory investigations have been carried out into the use of SharePoint 2010 search capabilities. Current users of SharePoint 2010 have access to search functions that enable search across all SharePoint 2010 sites that they have permission to see.

5.6.2 Further work is required to fully utilise the search capability within SharePoint 2010 and this is planned to take place by December 2013 to support delivery of the MI Project rollout of SharePoint 2010.

5.7 Initiative 7: Information Governance

5.7.1 An Information Asset Register has been created and is being populated as part of the work of the MI Project. This is managed by the Information Management & Security Team within ICT Services.

5.7.2 The MI Project is aiming to deliver a Council wide Information Asset Register, containing Information Asset Owners and Security / Risk Classifications. It is likely that the full population of the register will take 2 years to be created with planned resources, although prioritised work will identify areas of high risk early in the project. The Information Management & Security Team within ICT Services is responsible for the Information Asset Register.

5.7.3 The strategy set out the requirement to 'ensure development or acquisition of systems will be in line with requirements of this strategy in particular the technical design, information architecture and security requirements'. Controls are in place within ICT Services with the existence of governance boards and the Information Management & Security Team contributing to reviews of new systems / changes.

5.8 Initiative 8: Web Strategy – Internet / Intranet

5.8.1 Work has been undertaken as part of the Corporate Improvement Programme Web Content Management work stream.

5.8.2 Engagement has taken place with a number of other Councils and potential suppliers to establish what can be put in place to meet required timescales.

5.8.3 Budget for a new system has been approved and the next step is to procure a new Web Content Management System.

5.8.4 A key challenge will be to cleanse and transfer content to ensure that a new website will be customer focused and that the information provided is based upon customer demand.

5.9 Initiative 9: An Information Security Management System (ISMS)

5.9.1 An ISMS document has been created that creates a documented approach to the secure management of information. This is a live working document that will be actively maintained to document the approach that is being taken and as improvements in practice and procedure are implemented the ISMS will be updated to reflect this.

5.9.2 The first version of the ISMS has been reviewed by the Information Management Governance Board. Regular updates on improvements will be reported to the Board.

5.9.3 An Information Security Policy is also being taken to the FHR Committee for consideration and is included on this agenda.

5.9.4 The focus of work on this initiative is now to

- Communicate key messages to staff
- Review and enhance existing Information Management online training.
- work with Information Asset Owners and System Owners to ensure their information is managed according to the ISMS

5.10 **Initiative 10: Business Continuity & Disaster Recovery**

5.10.1 Responsibility for the co-ordination of business continuity planning in the council sits with the Emergency Planning and Business Continuity Manager within TEC Services. Each Service has a responsibility for developing, maintaining and testing their business continuity plan.

5.10.2 The delivery of a council wide Information Asset register will support business continuity planning by identifying high risk assets and their owners. Information Asset Owners will be responsible for undertaking a critical impact assessment with guidance provided by the Emergency Planning Team. Until Information Asset Owners are identified this is being carried out by relevant managers.

5.11 **Initiative 11: An Information Management Competency Framework**

5.11.1 The business support roles have been adapted to contain information management competencies.

5.11.2 Work has not been undertaken to create information management competencies for other groups of staff. The Information Management Governance Board will identify appropriate timescales and prioritisation of this work.

6. **Implications**

6.1 Legal & Risk: There are no implications arising from this Strategy review. An effective Information Management Strategy will support the council in its compliance activities.

6.2 Resource: The implementation of this Strategy will be delivered using existing staff resources identified within ICT Services, Public Relations Team, Records Management Team and through the Corporate Improvement Programme. Through detailed planning of the implementation additional resource requirements may be identified and brought to the Senior Management Team for consideration.

6.3 Finance: There are no implications arising from this strategy review.

6.4 Equalities: The changes to the strategy do not have a detrimental effect on any particular group.

6.5 Climate Change: There are no implications arising from this Strategy review, however the more effective management of information and moving to electronic rather than paper-bases systems will support the councils commitment to becoming more Carbon Clever.

7. **RECOMMENDATIONS**

7.1 Members are asked to:-

    1   Note the update on the strategic Initiatives
    2   Approve the Information Management Strategy 2013-2017

Designation: Michelle Morris, Assistant Chief Executive,
Authors: Philip Mallard, Linda Johnstone, Vicki Nairn
Date: 14.8.2013
Background Papers: Information Management Strategy 2013-2017

The Highland Council
Information Management Strategy Implementation Plan

2013-2014

Document Owner: Vicki Nairn, Head of E-Government

Contents

1.   Document Control

1.1 Version History

Version	Date	Author	Change
0.3	1 August 2013	Philip Mallard	Implementation Plan extracted from 2009-2012 IM Strategy to enable new 2013-2017 IM strategy to be a high level strategy document. Plans updated with progress and additional initiatives added.

1.2 Document Authors

Vicki Nairn: Head of E-Government

Philip Mallard: Senior Information & Security Officer

1.3 Distribution

Name	Role	Reason
Michelle Morris	Assistant Chief Executive	Review and acceptance
Vicki Nairn	Head of E-Government	Review and acceptance
Ken Fox	ICT Operations Manager	Review and acceptance
Jill McAlpine	Project Manager, Managing Information Project, Corporate Improvement Programme	Review
Linda Johnstone	ICT Delivery Manger, ICT Services	Review
Jon Shepherd	ICT Strategy & Projects Manager, ICT Services	Review

2. Realising the Information Management Strategy – Plan Overview

The IM Strategy Implementation Plan provides details on the strategic initiatives the Council will take forward in order to deliver the Information Management Strategy. The success of wider implementation will be supported by the foundation work being delivered through the Corporate Improvement Programme and the work of the Information & Security Team within ICT Services.

The Head of E-Government has corporate strategic responsibility for the implementation of these intiatives and will report progress to the Assistant Chief Executive and Information Management Governance Board.

Each Intiative has a lead identified, who will be responsible for overseeing the delivery of this and reporting progress to the Head of E-Government.

1. Define an **Information Architecture** to allow management in a consistent and integrated manner across Services and systems

2. Publish and enforce **Information Management Policies**

3. To establish **Document Scanning** and on-line **Correspondence Tracking**

4. To introduce a common platform for **Collaboration and Document Management** across the Council

5. To implement **Records Management**

6. To implement Council wide **Search and Retrieval** facilities

7. To establish **Information Governance**

8. To establish and implement a **Web Strategy, Architecture and Systems** for the Council's Internet & Intranet presence

9. To establish and implement an **Information Security Management System** for the Council

10. To define information needs for Business Continuity & Disaster Recovery

11. To define an **Information Management Competency Framework** for Council employees

12. To **review the Geographical Information Service** to maximise the value obtained from geospatial data.

3. An Information Architecture (Initiative 1)

3.1 Initiative Lead

Senior Information & Security Officer / Records Manager (HLH)

3.2 Initiative Outline

Information Architecture can be defined as the design of information environments. It deals with where we store information and the organising and labelling of data and information e.g. in systems, on web sites, intranets, online communities.

The Council will establish a common language for Information Management to define what information the Council needs in order to provide its services, where it is to be stored, how it is handled and shared, who can use it, how access is controlled and how information is protected. This is the key enabling step for the Information Management Strategy. The benefits are increased coordination of information management across the Council.

This intiative aims to put the components of the Information Architecture in place. Intiative 2 covers the creation and review of the policy framework.

3.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Develop a Corporate Common Vocabulary/Classification scheme to support a standard approach to labelling our information.	A Corporate Classfication Scheme (Highland Council Classification Scheme - HCCS) based on the Local Government Classification Scheme has been adopted and will be used for classification of records that are stored in structured document management stores within SharePoint 2010 where this is feasible. The majority of council information will not be categorised according to the HCCS but the MI Project will work to increase the coverage. The HCCS classification will be applied to Information Assets listed within the Council Information Asset Register.
Introduce a corporate standard for labelling and indexing information	The SharePoint 2010 system will support the appropriate addition of metadata to documents and list based information.

	This is being gradually made available to support business processes and business units. The rollout of this will be as part of an review of information management practices and will be delivered through the CIP Managing Information (MI) Project.
Introduce a corporate standard for document naming	A proposed document naming convention has been created and is currently under professional review prior to adoption as part of the MI Project.

4. Policies (Initiative 2)

4.1 Initiative Lead

Senior Information & Security Officer

4.2 Inititative Outline

The Information Management Strategy Identifies the need for the following Policies to be in place:

- Information Management Policy
- Records Management Policy (and supporting Retention Schedules)
- Information Security Policy
- Data Protection Policy
- Procurement of Information Systems Policy

4.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Further implement and monitor the Information and Records Management policies	A review of the Information Management and Records Management policies will be carried out in October 2013. The current IM online training module has been used to inform staff of their IM obligations but uptake has been low. There is a need to review the training and work to improve uptake.
Create an Information Security Policy	An Information Security Policy has been created and is to be brought to the FHR Committee for consideration.
Develop a Procurement of Information Systems Policy and associated checklist to ensure new systems align with the Information Management Strategy and Information management Policies.	No current timetable in place to develop this.
Create email guidance and ensure that this is supported by appropriate policy statements within the Information Management Policy and Records Management Policy.	Guidance will be issued to staff by December 2013 and made available to staff through the IM Portal, following reviews of the IM Policy, Records Management Policy and approval of the Information Security Policy.
Create a Data Protection Policy	A Data Protection Policy will be brought

	to the October FHR Committee for consideration.

5. Document Scanning & Correspondence Tracking (Initiative 3)

5.1 Initiative Lead

CIP MI Project Manager

5.2 Initiative Outline

Centralised document scanning and correspondence tracking was successfully introduced to Planning (e-planning) and Finance (Revenue and Benefits).

Further work is being conducted by CIP to review the potential to expand these facilities within Customer Engagement and Business Support.

Scanning and correspondence tracking provides the Council with the opportunity to improve its response time to service requests and queries and to make gains in the efficiency of processing mail, by exploiting the management and performance information generated through automation.

5.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Review the potential to expand document scanning and correspondence tracking within the Council	There has been no further expansion of this to other areas, but the CIP MI Project is reviewing options for managing the large volumes of paper currently held by the council. The option of expanding use of the centralised document scanning facility is one option that is being explored. Where the MI Project identifies opportunities for the use of the centralised document scanning facility these will be highlighted to Business Support.

6. Collaboration and Document Management System (Initiative 4)

6.1 Initiative Lead

Senior Information & Security Officer / CIP MI Project Manager

6.2 Initiative Outline

The Council has examples of successful implementation of Electronic Document and Records Management (EDRM) systems, in Finance and Planning. These can serve as models for the rest of the Council with regard to specific process-based EDRM integrated with line of business systems.

The Council has also invested in Microsoft SharePoint, and the MI Project will be supporting the implemention of SharePoint 2010 as part of a wider ranging review of information management practices.

Document Approval and Workflow

The Council has a variety of processes where approval is required ahead of action being undertaken e.g. a member of staff attending a conference, or making a purchase.

Where there is a business system in place that can manage this document approval and workflow then this will be used. In the absence of a specialised workflow product then SharePoint 2010 will be available through the MI Project (subject to prioritied use of resources).

6.3 Delivery Plan & Progress

Activity	Progress and Planned Work
We will implement a Collaboration and Document Management System (SharePoint 2010) designed to support team working	The initial work to support team working within Business Support has been undertaken, learning from this has been used to support further development of the SharePoint 2010 platform. ICT Services through the Information Management & Security Team manage the SharePoint 2010 platform with support from the CIP MI Project Team and CIP funded posts. Work has been

| | undertaken to deliver a stable internal platform for collaboration, document management and workflow utilisation.

The MI Project will deliver information management improvements for teams and business process improvements through the effective use of tools such as SharePoint 2010 and MS Office.

The 2 year project will work to deliver this to the council. |
|---|---|
| We will explore and develop electronic document approval process supported by workflow. | The CIP Business Support Project and the MI Project will together deliver increased use of SharePoint 2010 workflow. |

7. Records Management (Initiative 5)

7.1 Initiative Lead

Senior Information & Security Officer / Records Manager (HLH)

7.2 Initiative outline

The Council's Records are its corporate memory, supporting its core functions and providing evidence of actions and decisions. They are a vital corporate asset, enabling effective management and compliance with legal and regulatory obligations. Modern day records management philosophy emphasises the importance of having in place systems for the timely and secure disposal of documents/records that are no longer required for business purposes. It is recognised that electronic Records Management will need to be devised to support a hybrid environment i.e. some Records will remain as physical Records. The Freedom of Information Act and the Public Records (Scotland) Act 2011 obliges the Council to have clearly defined policies and procedures in place for disposing of records, and that these are well documented.

A Records Management Policy, Records Retention Policy and Disposal Authority, and an Archive Policy and transfer procedures are currently in place to ensure the right records are retained for the appropriate period of time, are accessible to the right people, and meet all legislative and business requirements and community expectations.

High Life Highland (HLH) will be delivering Records Management activities on behalf of the Council but with closing working with the Information Management & Security Team. A Service Level Agreement will be established. The Council remains responsible for Records Management and any decisions relating records management will be made by the council with advice from the HLH based Records Manager.

7.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Provide a clear system of accountability and responsibility for records to ensure compliance with legal, audit and operational requirements affecting the retention of records;	There is a Records Management Policy in place with sets out responsibilities. This will be reviewed in October 2013.
Regularly monitor Records Management policies and procedures	There is a Records Management Policy in place with sets out responsibilities.

in accordance with the Public Records (Scotland) Act and the Records Management Service Level Agreement between the Highland Council and High Life Highland, and ensure appropriate action will be taken to improve practice and standards where necessary.	This will be reviewed in October 2013.
Develop roles and responsibilities to support teams in raising awareness of obligations and managing their own corporate Records in accordance with Highland Council Policies and the wider legislative framework.	The Information Management Governance Board and the IM Lead Officers which are members of this board provide strategic support within their service. The role of the IM Link Officer will be developed through the MI Project and this will provide further support within business units. It is the responsiblility of Information Asset Owners to ensure effective records management of records that form part of their information asset. The Information Asset register identifies these Information Asset Owners. The MI project is working to populate the Corporate Information Asset Register and support those identified as being Information Asset Owners.
Provide communications and training for staff to enable them, in their roles, to meet obligations for the identification and management of corporate Records. Wherever possible this will be an integrated into a cohesive package of information management communications.	The Information Management Governance Board has been established to provide Strategic oversight of Information Management and the IM lead Officers that are members of Board will be responsible for cascading IM messages through their service management team and to staff. Corporate communications and training in IM will be defined in an IM Communications and Training Plan that will be approved by the IM Governance Board. Records Management will be included as part of the Information Management communications and training along

	with other IM topics such as Information Security and Data Protection.
Continue to develop, publish and implement the Retention Schedule in accordance with the Council's Records Retention Policy and Disposal Authority, to ensure records are retained for the optimum period of time and records containing personal and sensitive personal data are not held longer than necessary. For records to be accepted into the Council's central Records Centre they must be within an agreed retention period.	The Council's Retention Schedules have been restructured to support the further development of them. The ongoing development will be led by the Records Management Service (HLH) under the direction of the Senior Information & Secuirty Officer, with priorities for the development set by the work programme of the MI Project. A review will be carried out of the council's use of it's central Records Centre (managed by HLH) to ensure best use is being made of this.
Investigate and support Electronic Records Management in SharePoint 2010	Work has been undertaken to evaluate the use of SharePoint 2010 to deliver a records management solution. It has been identified that small scale use of records management features can be delivered where this is appropriate but the large scale storage of records in a central Records Centre is not currently feasible.

8. Search & Retrieval (Initiative 6)

8.1 Initiative Lead

Senior Information & Security Officer

8.2 Initiative outline

Creating a trusted search and retrieval function is fundamental to increased sharing and joined up working.

8.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Improve our corporate search capability by using and building upon the tools within the document management systems and Microsoft Windows	Exploratory investigations have been carried out into the use of SharePoint 2010 search capabilities. Current users of SharePoint 2010 have access to search functions that enable search across all SharePoint 2010 sites that they have permission to see. Further work is required to fully utilise the search capability within SharePoint 2010 and this is planned to take place by December 2013 to support delivery of the MI Project rollout of SharePoint 2010.

9.   Information Governance (Initiative 7)

9.1 Initiative Lead

Senior Information & Security Officer

9.2 Initiative outline

Governance, in the context of Information Management, is concerned with ownership, control and accountability and is required at two levels:

- Governance of the information itself, including access and sharing arrangements
- Governance of the information systems and in particular the procurement or enhancement of information systems

Information Governance

For policies, such as the Information Management Policy to be enforceable, the Council must have the means of knowing what information that it holds. As such the Council will develop a clear understanding of the roles and individuals that need access information and the level of access to be permitted.

Systems Governance

For the Information Management Strategy to be successful, governance must ensure that information systems are aligned with that strategy or are being evolved toward alignment. For this reason the governance of the procurement of new information systems and also of changes to existing systems is an important factor in implementing the strategy.   This role of governance will continue to be undertaken by The Head of E-Government via the contractual ICT governance structure, including the Change Advisory Board, Projects Review Board and the ICT Partnership Board.

9.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Set up and maintain an Information Asset Register.	An Information Asset Register has been created and is being populated as part of the work of the MI Project. This is being done on a team by team basis and is expected to take the full length of the project to deliver a complete Information Asset register (2 Years). The highest priority areas of the council will be covered first so as to reduce risk and ensure higher standards of

	governance are achieved in priority areas at the earliest opportunity that resources will allow.
Identify Information Asset Owners, (typically the owner of the business process which the information supports), who will ensure that information policies are applied to the owned information e.g. Access Control including the assigning and removal of access rights/permissions, Data Sharing Agreements, Security classification etc.	The identification of Information Asset Owners will be done at the same time as the creation of the list of Information Assets for a team. There is need for further work to be done to support Information Asset Owners and System Owners in their role. Resources are currently being identified through the CIP MI Project to develop this area and enable ongoing support.
Develop a strategic approach to the technical design of our information systems to ensure that corporate standards are applied to new or developing systems to facilitate interoperability.	

10.   Web Strategy – Internet/Intranet (Initiative 8)

10.1   Initiative Lead

Senior FOI & Web Development Officer

10.2   Initiative outline

The web strategy was identified as an initiative in this original strategy this was developed and approved in August 2010 and now needs to be implemented. Specifically the strategy states that the Council will:

- provide an interactive web site;
- provide online payment mechanisms;
- allow self-service access for the public;
- increase the quality of information on the web site and automate the council's Publication Scheme to reduce FOI requests;
- improve search facilities;
- exploit the use of social networking;
- conform to web accessibility standards;
- ensure that all Council web sites adhere to industry standards and best practice;
- use online maps and location based services.

10.3   Delivery Plan

Activity	Progress and Planned Work
Implement the Web Strategy	Work has been undertaken as part of the Corporate Improvement Programme Web Content Management workstream. Engagement has taken place with a number of other Councils and potential suppliers. The recent work has sought to establish what can be put in place to meet required timescales. Budget for a new system has been approved and the next step is to procure a CMS. A key challenge will be to cleanse and transfer content to ensure that a new website will be customer focused and that the information provided is based upon customer demand.

11.   An Information Security Management System (Initiative 9)

11.1   Initiative Lead

Senior Information & Security Officer

11.2   Initiative outline

The Council is required to protect its information assets from threat both accidental and deliberate. It will identify and address security management in the ICT deployment based on current legal requirements, relevant Standards i.e. ISO 27001 and professional Best Practice. The Security Framework will define the process for deciding what to protect.

The ISMS document is a complex document that supports the council in meeting the ISO27001/2 standards. Its intended audience are professionals such as information security, ICT, facilities management staff as well as System Owners. It is not intended for general staff usage. Significant work has been undertaken reviewing security standards and in particular the technical security measures that are in place. The ISMS document will support continued working and act as a guide for future decisions and approaches.

The detailed ISMS document needs to be accompanied by staff guidance and procedures that will support staff in complying with council policy. Once this guidance is completed, there is a need for promotion of it and ongoing communications to keep this in the minds of all staff.

11.3   Delivery Plan & Progress

Activity	Progress
Define and document an Information Security Management System (ISMS) to support the Council in managing information assets, the security of buildings and equipment used to store/manage information.	An ISMS document has been created that creates a documented approach to the secure management of information. This is a live working document that will be actively maintained to document the approach that is being taken and as improvements in practice and procedure are implemented the ISMS will be updated to reflect this. The first version of the ISMS has been reviewed by the Information Management Governance Board.
Create an Information Security Policy	An Information Security Policy has been

that provides Policy backing for the ISMS through the to identification of rule, roles and responsibilities.	drafted and will be taken to the FHR Committee for consideration.
Develop training, communications and guidance to ensure employees are aware of all relevant legislation and Council policies related to how they conduct their day-to-day duties in relation to information security. We will monitor adherence to policy and guidance.	An Information Management Governance Board has been created and IM Lead Officers from each service are now members of this Board. This will support the cascading of messages and ensure learning from services is fed back into the approach on communication and policy formulation.

12.   Business Continuity & Disaster Recovery (Initiative 10)

12.1   Initiative Lead

Emergency Planning and Business Continuity Manager

12.2   Initiative outline

Business Continuity and Disaster Recovery in general needs to address many aspects of the Council's business and not just Information. The Information Asset Register coupled with the Information Security Framework will provide the Council with the core information on which to build Business Continuity & Disaster Recovery with respect to the information needs of the Council.

A managed process must be developed and maintained for business continuity throughout the Council. Responsibility for co-ordination of business continuity planning in The Highland Council sits with the Emergency Planning and Business Continuity Manager in TEC Services. Each Service has a responsibility for developing, maintaining and testing their Business Continuity Plan.

12.3   Delivery Plan & Progress

Activity	Progress and Planned Work
Develop a managed process to facilitate each Service to create a Business Continuity and Disaster Recovery Plan to enable continued availability of our critical information Assets.	Responsibility for the co-ordination of business continuity planning in the council sits with the Emergency Planning and Business Continuity Manager within TEC Services. Each Service has a responsibility for developing, maintaining and testing their business continuity plan. The delivery of a council wide Information Asset register will support business continuity planning by identifying high risk assets and their owners. Information Asset Owners will be responsible for undertaking a critical impact assessment with guidance provided by the Emergency Planning Team. Until Information Asset Owners are identified this is being carried out by relevant managers.

13. An Information Management Competency Framework (Initiative 11)

13.1 Initiative Lead

Employee Development Manager / Senior Information & Security Officer

13.2 Initiative outline

The proposals embodied in this Information Management Strategy will bring about significant changes in day to day working practices for many of the Councils employees.   In particular:

- New roles are being developed to support implementation of this Strategy and supporting policies and guidance.
- Existing roles and responsibilities may change
- Employees will be expected to handle unstructured information in totally different ways:
  - Giving up personal and local file-stores
  - Sharing and exposing work-in-progress to a much greater extent
  - Rules and standards for Data Sharing need to be understood
  - They will receive job or task assignments electronically
  - They will be required to adjust their working practices to accommodate electronic workflow and degrees of automation
  - They may experience a greater degree of monitoring and performance tracking
- Everyone will have their role in information management reinforced

Systems Training

While none of the proposed technologies are particularly difficult systems to learn and use, explicit training sessions will be provided when new technology is deployed.

The Council will consider the use of e-learning techniques to benefit from economies of scale, accessibility from anywhere and the ability to monitor take up

Developing Existing Knowledge

It is important to recognise the store of knowledge and experience within the Council.

13.3 Delivery Plan & Progress

Activity	Progress and Planned Work
Identify and document the Information Management skills and competencies required by Business Support employees to realise this Information Management Strategy, initially for the Business Support roles, and Information Asset Owners.	This has been completed for BUsines Support with JDs updated as part of the business support project. Further work is required to identify compentencies for Information Asset Owners
Work with Employee Development to ensure that skills and competencies required are incorporated into the Council's core competencies and that appropriate training is made available	This has not been undertaken but will be worked on as part of the review of training requirements for Information Management.
Undertake a Training Needs Analysis for Business Support roles between the current and required levels of skills and competences in Information Management	
We will pilot the use of the SharePoint MySite to provide an enhanced on-line directory of employees that includes profile and skills information The content will include name, role, department, expertise, specialist interests, manager, alternative contact, email address and contact details	SharePoint 2010 MySites are currently being piloted within Catering Cleaning and FM. This will be evaluated and use of MySites will be defined as part of the plans for management of the SharePoint 2010 platform and the MI project.

14. Geographical Information Service Review (Initiative 12)

14.1 Initiative Lead

GIS Officer / Senior Information & Security Officer

14.2 Initiative outline

To review the Geographical Information Service provided by the Information Management & Security Team. This review will ensure that both the technology platform and the use of it meets the Council's needs and delivers value money for the Council.

14.3 Delivery Plan & progress

Activity	Progress and Planned Work
Identify existing and forthcoming user requirements and discover new opportunities to offer access to information to new user areas	Review to include interviews with relevant service lead users, and potential new users. Populate detailed user requirements document
Identify and consider any weaknesses in the current approach	Evaluate requirements going forward against existing service ability to deliver
Review existing holdings of spatial data across the estate – collecting metadata, identifying duplicate datasets and developing appropriate update processes with data owners	Audit of service and corporately held spatial data holdings, identifying dataset owners, data with wider benefit, public interest and against INSPIRE requirements. Collect appropriate metadata and identify duplications. Agree update processes with data owners
Include support for statuatory obligations and Strategic aims to make data available more widely available (INSPIRE, EIR, FOI)	Audit will identify datasets and review will include requirement to facilitate delivery of spatial datasets to statutory requirements
Identify opportunities offered by current and forthcoming technical solutions to allow data owners to manage and make available the data they have responsibility for	Service provider presentations of offerrings to ensure a clear and current understanding of options available for replacement service
Identify ways of reducing the total costs of hosting, management and deployment of spatial data whilst expanding access to data	Review will include options appraisals to identify the most cost effective approach to delivering majority or all user requirements

Develop a specification for the provision of the future provision of the Geographic Information Service	Detailed specification to be created from the above work

The Highland Council
Information Management Strategy

2013-2017

Document Owner: Vicki Nairn, Head of E-Government

Contents

1.   Document Control

1.1   Version History

Version	Date	Author	Change
V0.5	22 July 2013	Philip Mallard	New 2013-2017 Strategy Continuation of previous 2009-2012 strategy – document refocused as high level strategy with separate Implementation Plans.

1.2   Document Authors

Vicki Nairn: Head of E-Government

Philip Mallard: Senior Information & Security Officer

1.3   Distribution

Name	Role	Reason
Michelle Morris	Assistant Chief Executive	Review and acceptance
Vicki Nairn	Head of E-Government	Review and acceptance
Ken Fox	ICT Operations Manager	Review and acceptance
Jill McAlpine	Project Manager, Managing Information Project, Corporate Improvement Programme	Review
Linda Johnstone	ICT Delivery Manger, ICT Services	Review
Jon Shepherd	ICT Strategy & Projects Manager, ICT Services	Review

2.   Executive Summary

Information Management is the function of managing the organisation's information resources. It includes creating, capturing, registering, classifying, indexing, storing, retrieving, using and disposing of records and developing ways to manage records in line with legislation and best practice. It also includes the acquisition, control and disposal of information products, items kept for reference purposes, and the provision of services to internal and external customers based on information resources.

Information Management is about getting the right information in the right format to the right people at the right time and in the right place. The principles and goals outlined below reflect the concept.

- Staff, Members, customers, partners, third party suppliers and other stakeholders should be able to access the information they require, subject to appropriately defined security and access policies.
- Information will be managed according to agreed standards and in accordance with statutory and regulatory requirements.
- Information will be treated as a corporate asset. The lifecycle of that asset will be managed to ensure quality, integrity and sharing capability.
- All staff and Members are responsible for the effective management of the information they create.
- Information management systems must support business objectives and effective decision-making at all levels. They must enhance effectiveness, efficiency and/or the customer experience.

Throughout the organisation information is created all of the time and this needs to be managed. Staff need to understand and apply the basic principles of information management and security; identifying a record and the value of information, knowing what needs to be kept and what requires to be destroyed, what needs to be shared, with who and with what safeguards.

A key part of information management is information security management and the need to store data and information in a secure and appropriate manner. Highland Council holds personal details on citizens and children, commercial details of organisations and also confidential records shared with other public sector bodies such as health, and therefore effective information security and data sharing policies are critical.

Effective implementation of an Information Management strategy will provide the Council with an opportunity to reduce the amount of time required searching for the right information, in the right format. It will facilitate the aims of the Council, specifically in relation to mobile and flexible working. It will also support asset management, customer engagement, information security, legal compliance, retention and information access, business continuity and partnership working/shared services.

3.   Introduction

The Information Management Strategy recognises that Information is an asset of the Council and that the Council needs to manage as such. Like any other asset, Information has a value to the Council. It may incur a cost in its collection and its handling, but more importantly it will have value in effective decision making or in the effective and efficient delivery of services.

This Information Management Strategy therefore sets down how the Council will manage its Information Assets effectively and securely, derive maximum value from those assets, contribute to the strategic aims of the Council as a whole and deliver improved services to its customers.   The Information Management Strategy supports delivery of other council strategies such as:

- Working together for the Highlands, A Programme for the Highland Council 2012 – 2017
- The ICT Strategy 2012-2017
- Customer Engagement Strategy, 2012 – 2015

Information is defined as any paper based or electronically held document (unstructured), structured data stored in databases and the information carried in the heads of employees and partners (knowledge).

Information Management is defined as the policies and processes by which information is managed through its lifecycle from capture or creation, through its handling, storage, retrieval and use, and ultimately disposal (either destruction or disposition in an historical archive). It should ensure that all information is accurate, up to date, compliant with legislative and regulatory constraints, and supportive of the effective delivery of services.

This document defines what is meant by Information and Information Management and it sets out what Information Management means to the Council. It lays down a vision for Information Management for the future and the role of an Information Management Strategy in realising that vision for the Council.

4.   What is Information?

For the purposes of this document we will define Information to be:

- Any paper based (printed or handwritten) document including correspondence received into the Council
- Any electronically held document, including images, email, office documents and audio and video documents (often referred to as unstructured information)
- Any information held in a database or similar repository (often referred to

as structured information)
- Informal information held by individuals in notes of meetings, diaries, site notes

This is a deliberately broad and wide ranging definition, with the implication that any information, in whatever shape or form, needs to be managed with the same care and attention.

5.   What is Information Management?

Information management has 6 main streams:

- **Document Management**
  The management of unstructured information in the form of documents covering their initial drafting, their review, their approval, their distribution, and ultimately their disposal.

- **Data Management**
  Management of structured data held within service specific systems e.g. Financial System Oracle, Payroll and Personnel System Resourcelink, Housing Information System.

- **Geospatial Data Management**
  Central management of geographic data that identifies the geographic location or extents of features and boundaries such as buildings, streets, catchment or service areas and administrative boundaries. Ensuring the Council has a single view of its geographically related data and enabling spatial capability within its information systems.

- **Records Management**
  The management of information to provide an evidential record of the Council's activities or interactions and transactions with third parties.

- **Content Management**
  Management of the presentation of all information created and held by the Council. It is concerned with the storage, search and retrieval and appropriate access to information, defining to whom, when and how information is presented.

- **Information Security / Assurance**
  Protecting the Council's Information Assets and management of information to provide information assurance in meeting legislative, statutory and best practice requirements

6. Why does the Council need an Information Management Strategy?

An Information Management Strategy is required for the following reasons:

- To establish common aims and strategic direction for the Council in Information Management in line with British and International Standards.
- To ensure that Information Management activities are undertaken in a secure, coordinated manner and managed consistently across the Council.
- To define a suitable governance structure for Information Management
- To ensure that common standards, policies and consistent approaches are adopted.
- To capitalise on economies of scale wherever possible in the implementation of information management solutions.
- To support the creation of a flexible workplace to enable and capitalise on opportunities for joined-up services, making the sharing of information possible, and ultimately providing better, citizen centric services.
- To meet the Council's statutory and legal requirements.

As time passes the way in which the Council operates will change, leading the Council itself to change and as such the Information Management Strategy document will be reviewed regularly as required.. Changes in the approach to delivering the strategy will be reflected in changes to the Information Management Strategy Implementation Plan (Annex 1).

7. The Council Information Architecture

Information Architecture can be defined as the design of information environments. It deals with where we store information and the organising and labelling of data and information e.g. in systems, on web sites, intranets, online communities.

The Council will establish a common language for Information Management to define what information the Council needs in order to provide its services, where it is to be stored, how it is handled and shared, who can use it, how access is controlled and how information is protected. This is the key enabling step for the Information Management Strategy. The benefits are increased coordination of information management across the Council.

7.1 Information & Data Storage

The Council stores information in both structured and unstructured information stores.

Structured Data Storage

The Council holds structured data across a number of key information systems, each with its own information/data model or schema. The Council's ICT Strategy identifies key applications that are supported and which the Council expects to retain. In addition it refers to around 250 other applications supported by the current ICT Provider or third parties.

Together these form the core of the Council's Information architecture. Structured data is more managed and defined than unstructured information and as such allows the council to extract maximum value from it. It is an aim of this strategy to move towards as much information as possible being stored within these information systems. This can be achieved through reviews of business processes to collect data in structured forms rather than through the use of documents that do not separate and define individual data items.

Unstructured Information Storage

Like many organisations, the Council creates and uses a wide variety of unstructured information i.e. information out with structured databases. A large proportion of this unstructured information is in the form of office documents, created using Microsoft Office applications such as Word, Excel, and Outlook. Other forms of unstructured information will include PDFs, images, photographs, audio & video recordings and CAD files.

It is the management of unstructured information and its storage that presents the biggest challenge to the Council and requires the most work to manage. Whilst structured information stores have their own information/data model or schema these unstructured information stores do not normally have this control.

Unstructured Information is currently stored on file store servers that have filing structures and security access controls. However the quality of the filing structures is mixed and with local decision and control over the approach to structuring the folders of documents there is a need to improve this.

The Information Management Policies provide a framework that support use of these file stores but the technical tools and controls to support this are not available in the server file stores.

The Council is committed to the introduction of Microsoft SharePoint 2010 to support management of unstructured information. The structures within the SharePoint platform are a key part of the Council's Information Architecture and provide the tools and technical controls to support the transformation of unstructured information into a partially structured information store.

Information Asset Register

The Council Information Asset register is a key component of the Information architecture as it defined the information that is held, provides details on the management of that information, and identifies an owner. This information is required to provide a single view of the council's information holdings and support development of the Information Architecture to meet the needs for the management of this information.

The Council Information Asset Register is currently in the process of being populated and is being supported through the Corporate Improvement Programme Managing Information Project.

7.2   Information Lifecycle management

The Records Management Policy and supporting retention Schedules set out the Council's approach to its management of records from their creation through to their disposal. The periods of retention for each type of record and the tools to manage the process of declaring a record and the disposal of it together form an important part of the Information Architecture.

The Council's SharePoint 2010 platform provides tools to support the management of information and records through their lifecycle. Unstructured Information currently held within the file stores will be gradually reviewed and where appropriate moved to the SharePoint document stores.

Structured Information held within ICT Systems will be managed through the lifecycle using the tools within the system. New ICT Systems should be specified to take account of the requirements within this strategy to manage the information through its lifecycle and ensure retention periods can be applied.

7.3   Structuring and Labelling of Unstructured Information

A classification scheme provides the means of accurately describing each piece of information held by the Council to create a corporate file plan or structure. Accurate descriptions of information enable the elimination of duplication. Information that is described accurately is easier to search and reliably to retrieve.

We will exploit the features of the technology which will enable Collaboration, Document Management and workflow and automation, to automate the capture of metadata values, auto-populating where possible. This will be achieved through the use of SharePoint 2010 or other document management systems as appropriate.

The Highland Council Classification Scheme will take account of national standards such as the Local Government Classification Scheme that have been

developed to support Local Authorities in achieving commonality and will be updated to reflect evolving best practice.

7.4   Information Management Policy Framework

This strategy sets out the Information Management Policies that are required to support the Strategy. The core policies are in place, and are being reviewed to ensure they continue to support this strategy. Together they form a part of the information architecture by providing the policy framework for Information management.

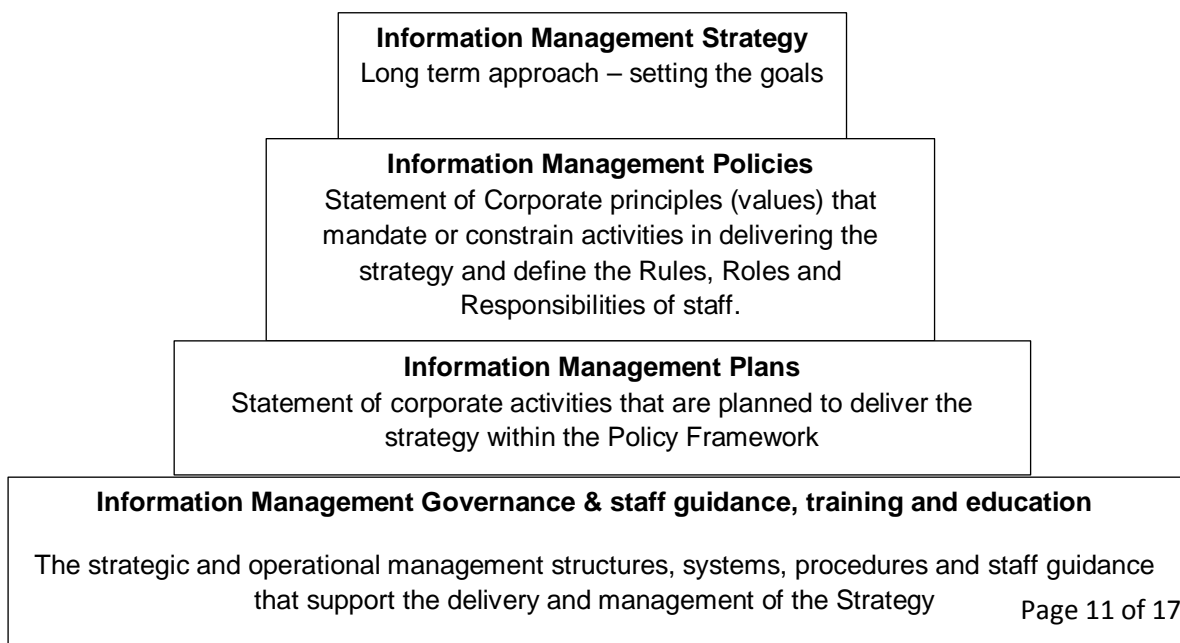## 7.5   Information Security Management System (ISMS)

The security of the information held within the Council's information stores is of vital importance and as such the council has an ISMS which defines its approach to the management of information to protect its confidentiality, integrity and availability.

This is supported by the Information Security Policy and other Information Management Policies.

8.   A Vision for Information Management in the Council

8.1   Information Landscape

The Council's information landscape will be formed by the Information Management Strategy, the Information Management Policies, plans and governance as indicated in the diagram below.

Information Management Strategy
Long term approach – setting the goals

Information Management Policies
Statement of Corporate principles (values) that mandate or constrain activities in delivering the strategy and define the Rules, Roles and Responsibilities of staff.

Information Management Plans
Statement of corporate activities that are planned to deliver the strategy within the Policy Framework

Information Management Governance & staff guidance, training and education

The strategic and operational management structures, systems, procedures and staff guidance that support the delivery and management of the Strategy

8.2   What does Information Management mean to the Council?

Handling information, in some shape or form, is part of each and every employee's daily work.   Information needs to be managed from a number of key perspectives.

- **Ensuring Efficiency and Effectiveness** – ensuring the Council is handling information in a way that optimises the value derived from the information. Managing information for efficiency and effectiveness essentially amounts to having the:
  - Right Information
  - In the right format
  - With the right person
  - In the right place
  - At the right time

- **Fulfilling our Duty of Care** in data handling and exchange – ensuring the Council is doing all that it should to maintain confidentiality, respect privacy and comply with legislative and regulatory requirements. The Council must ensure that customers have confidence in the Council's handling of data. The Council has a number data sharing partnerships and it is essential that it can assure stakeholders that data is secure.

- **Maintaining Traceability and Auditability** – the Council needs to demonstrate that all of the information it holds and processes is fully traceable and that the correct audit standards are in place.

8.3   Strategic Information Management Aims

The strategic vision aims to create an information environment which is:

- **Objective Driven** – Managers and Head Teachers collaborate with staff to ensure that information is available to appropriate staff and partners and shared with others, and that the information management processes are in place to facilitate the achievement of core business and operational objectives.

- **Knowledge based** – supports staff in the quest for organisational learning e.g. intranet, Frequently Asked Questions.

- **Integrated** – information from a wide variety of sources is available to staff through a single interface in a way that permits easy comparison and manipulation regardless of the source.

- **Reliable** – information can be trusted to be complete and accurate and with one version of the truth.

- **Transparent** – the infrastructure for delivering information is invisible

to the information user.

- **Secure and with known privacy boundaries**- owners and users of information know exactly who can access information and under what circumstances. Also understand the extent of their rights and that of others to privacy and compliance with Data Protection Legislation.

- **Affordable** – comes at a cost the authority considers affordable.

- **Personalised** – information is presented in a manner that is customised to the individual's user's requirements and behaviours.

- **Compatible** with current systems, enhancing resiliency, and supporting development and improvement.

8.4 Information Management Principles

The following information management principles should be followed by all Council employees, and also those people who work with the Council and for the Council and the structure and operation of all our business processes and ICT systems should be compatible with them:

1. **Highland Council information is a corporate asset.**
   The culture and attitudes within the Council toward Information Assets will be such that information is seen as a valuable asset and accordingly treated with respect and professionalism without hesitation or second thought as the natural way to handle information.

2. **Information management is everybody's responsibility**
   All staff are personally responsible for the security and management of the information they create, capture, store and use.

3. **We will manage information throughout its lifecycle to ensure compliance with statutory and regulatory requirements, good practice and Records Management Policy.**
   We will ensure that records are appropriately managed with professional records management that follows legislative requirements will, where necessary, be embedded in business processes and supported by technology.

4. **The right Information will be made available in the right place at the right time, accessible those who need it.**
   Employees will benefit from appropriate information being readily available for them to undertake their duties effectively and efficiently. Information will be accessible anywhere and anytime with the correct access controls applied, regardless of where and how it is physically stored.

5. **We will ensure that information is accurate and fit for purpose.**
   Employees will be able to trust in the accuracy and integrity of the information made available to them. They will be able to quickly and unambiguously identify the owner and the correct version of any piece of information held by the Council.

6. **Information is reused and shared where appropriate**
   Information, once generated, will be available for reuse across the Council where appropriate, thus avoiding unnecessary duplication of effort. This will support a learning organisation, with each employee benefiting from the information products of others and avoiding re-invention and re-discovery. Readily accessible information combined with performance information will enable new and improved ways of working and support continuous improvement based on accurate and timely information.

   Information will be readily shareable, where appropriate and supported by Data Sharing Agreements, between Services, Function, Partners and Third Parties, enabling the delivery of consistent and joined-up services.

7. **Our ICT supports effective Information Management**
   Information Systems and use of technology must be coordinated, compatible, integrated and supportive of Information Management policies and processes.

9. Supporting Policies

This section identifies policies that the Council requires and outlines their content and purpose. Policy setting will be led corporately and affects all areas of the Council. As such we will support our business processes with defined information management policies, procedures, applications or workflow, making explicit any steps necessary for the management of information. Corporate policies will address the following issues:

9.1 The Information Management Policy

The Information Management Policy is the Council's overarching policy on managing information.

The policy expands the Information Management Principles set out in this strategy and provides supporting policy statements which encompass the Council's statutory and regulatory requirements for managing information.

9.2 The Records Management Policy and supporting Retention Schedules

The Council's Records Management Policy sets out the Council's approach to

the management of its records, the roles, responsibilities and governance.

To support the continuing conduct of business, comply with the regulatory environment, and provide necessary accountability, the Council will continue to create and maintain authentic, reliable and useable records, and protect the integrity of those records for as long as required.

A corporate retention schedule is the mechanism to ensure the Council is maintaining necessary records for the appropriate length of time. Corporate Retention Schedules will be reviewed and developed with Services and published.

Manual processes, software applications, databases, information repositories, workflow and similar systems will be designed so that they carry sufficient metadata (data tagging) information for the Council to be able to manage the retention and disposal of that information.

9.3   Information Security Policy

To support the Information Security Management System there are a range of policy positions that need to be set out. The Information Security Policy provides this Council statement of policy on a range of security issues such as passwords, encryption, clear desk and clear screen.

9.4   Data Protection Policy

There is a need for a Data Protection Policy to set out how the council will comply with the Data Protection Act 1998. This will be supported by the other Information Management policies that direct the handling of personal data and information.

10.   Strategy Implementation

The strategy will be implemented through the delivery of a range of strategic initiatives that are set out in the Information Management Strategy Implementation Plan (Annex 1). The initiatives that are in place will adapt to meet the current needs and priorities of the council.

Section 11 sets out the governance arrangements that will direct the priorities for the delivery of the strategy and the initiatives may be subject to changes to meet council priorities.

The Information Management Policies will set a framework that will require council staff to work in ways that are consistent with this strategy. The

governance structure will support compliance with these council policies through changes to business processes, communication and staff training.

11.   Governance

The Information Management Strategy and the respective review requires approval by members at Finance, HR and Resources Committee.

Specific Roles under this strategy are:

11.1   Finance, HR and Resources Committee

- Agree the vision and the Information Management Strategy
- Review the strategy as appropriate

11.2   Information Management Governance Board

A new Board has been created to oversee the management of Information Management Strategy and the implementation of this across the council, reporting to the Senior Management Team. There is an Information Management Lead Officer from each of the Services that will represent their Service on the Board. The primary role of the Board is to identify priorities for the implementation of Information Management improvements and the strategic initiatives.

11.3   Assistant Chief Executive

The Assistant Chief Executive has executive responsibility for Information Management, and represents the service at the Senior Management Team.

11.4   Head of eGovernment

The Head of eGovernment has corporate strategic responsibility for the Information Management Strategy and its correct deployment within the organisation.

11.5   Information Management & Security Team

The Information Management & Security Team within ICT Services has corporate operational responsibility for the delivery of the Information Management strategy and corporate Information Security Management.

11.6   Corporate Improvement Programme

The Corporate Improvement Programme has a plan of work for implementation of specific areas of this Strategy through a process of engagement with Services This includes the Managing Information Project and other projects that are delivering the Information Management Strategic Initiatives.

12.   Resources

The implementation of this Strategy will be delivered using existing staff resources identified within ICT Services, Public Relations Team, Records Management Team and through the Corporate Improvement Programme.

Through detailed planning of the implementation additional resource requirements may be identified and brought to the Senior Management Team for consideration.

Annex 1: Information Management Strategy Implementation Plan