

Information Management Strategy 2018-2021

Version	Version 4
Date Agreed	23 rd May 2018
Next Review Date	March 2021
Agreed by	Corporate Management Group
Coverage	Bracknell Forest Council
Author(s)	Lawyer – Information Management & Security

Information Management Strategy 2018-2021

Preamble

Information Management is an area which, due to technological advances and legislative changes, has undergone huge change in recent years. If the Council is to continue to improve and deliver its services effectively it is imperative that it has an effective Strategy for information management. As the Chief Executive I commend this Strategy to elected members and officers alike.

A handwritten signature in black ink that reads "Timothy Wheaden". The signature is written in a cursive, flowing style.

Timothy Wheaden
Chief Executive

1. Introduction

Bracknell Forest Council uses a vast amount of data to inform its strategies and plans and to provide its community with services.

Information Management is about good record keeping practices and managed use of information. As a general principle, the Council seeks to be open in the way in which it operates, in particular as to how it delivers local services and how it makes decisions.

The way the Council manages its information is crucial to maintaining effective and efficient business operations.

2. Purpose

Information Management has become an increasing challenge for local authorities due to the continuing development of technological advances, legislative requirements, joint working/partnership arrangements and central government requirements.

The Council's vision for information management is for it to create, maintain, retrieve and dispose of its information in a professional, consistent and efficient manner.

This Strategy provides an overarching framework which will assist the Council to manage its information more effectively. It establishes a framework for developing better information flows within the Council. The Strategy sets principles for controlling the information lifecycle from creation to disposal. Its implementation will enable Council staff to have the right information in the right format at the right time and therefore underpins delivery of all council services. This will enable the Council to better meet the needs of the public and be an open and accountable organisation.

Effective information management results in the Council keeping personal information safe and protecting the interests of residents and service users. It also enables the Council to work better with its partners by sharing relevant information appropriately.

3. The Council's Values & Vision

Our values and behaviours underpin the way we interact with colleagues, customers, residents and stakeholders. They are central to our success as One Council.

We can all demonstrate One Council values and behaviours in our work, no matter what our role is.

Values

Values describe our organisational culture. Our values capture the essence of our transformation and innovation and show we are moving forward.



We demonstrate:

- ❖ **forward thinking** by planning ahead and thinking of new ways of doing things that have a positive impact on residents and customers or make processes more efficient,
- ❖ that we are **open minded** by learning and embracing new ways of working,
- ❖ that we are **respectful** by treating others as we would wish to be treated,
- ❖ we **work together** by sharing information and supporting each other and our partners and stakeholders,
- ❖ we are **adaptable** by embracing new ways of working,
- ❖ **resilience** by bouncing back from setbacks and finding a way to carry on,
- ❖ that we are **determined** with a “can do” attitude.

Behaviours

Behaviours are the ways in which we put our values into action. They are observable and measurable.

- ❖ we **reflect and learn** – proactively seeking development opportunities, reflecting on and learning from experience and sharing knowledge with others,
- ❖ we are **resourceful** – working flexibly, embracing change and planning for the future whilst working within budget and resource constraints,
- ❖ we are **navigators** – problem solving, finding solutions and breaking down barriers,
- ❖ we are **facilitators** – building relationships with colleagues, customers and stakeholders and understanding service needs and objectives,
- ❖ we are **entrepreneurs** – identifying areas for service or process improvement, seeking sustainable new ways of doing things,
- ❖ we are **collaborators** – we work effectively together with colleagues, customers and stakeholders as ‘One Council’.

We need to apply these values and behaviours to how we work with information across the council so we can improve information management to help the council achieve its objectives and fulfil its statutory obligations, in particular in relation to data protection and safeguarding vulnerable people.

4. Defining Information

Information means information held:

- On paper.
- In corporate systems such as Agresso and Geographical Information System.
- In departmental systems such as Liquidlogic Adult System, Uniform, Iken and Mosaic.
- In documents produced by desktop applications such as Microsoft Office and email.
- On the Council intranet and public website.
- CCTV footage.
- Automated systems.

5. Aims

The aims of this Strategy are to:

- Improve appropriate access to information and ensure it is available to all who are authorised to access it.
- Ensure efficient and effective management of information which is relevant, fit for purpose, accurate and reliable.
- Provide staff with appropriate skills through training to enable them to manage information resources confidently and effectively and also to comply with existing policy/legal obligations.
- Facilitate information sharing across the Council and with relevant stakeholders whilst complying with legal obligations with appropriate security to protect the rights of the data subjects and owners and prevent inappropriate disclosure
- Ensure information security by appropriate technical systems is protected in accordance with legislation.

The successful implementation of this Strategy will assist the Council to:

- Fulfil its statutory obligations including those relating to the disclosure of information including under the Data Protection Act, General Data Protection Regulation (GDPR), subsequent data protection laws, Freedom of Information Act and Environmental Information Regulations in the most cost effective way.
- Have accurate and up to date information to support Council operations and decision making.
- Hold, process and manage information in a secure way.
- Empower employees to be well informed about good information management practice.

- Produce consistent, accurate, timely and comprehensive data by collecting information once and using it numerous times.
- Provide staff and councillors with access to the information they require to fulfil their duties, in accordance with appropriate security and access policies.
- Improve information management within the Council.
- Providing value for money by using information effectively and avoiding duplication of time and resources.
- Only collect information when it is necessary.
- Be an organisation which works to a clearly defined and implemented, up-to-date Information Asset Register.
- Be transparent and accountable and respond to a request for information promptly and have a culture in the organisation of being open to share information unless there is a good reason not to.
- Provide the public with readily available access to information they are entitled to, unless there is a reason access should not be afforded which outweighs the presumption of openness.
- See information as a resource to the whole organisation and share as appropriate to increase consistency, avoid duplication and unnecessary storage.
- Increase effective partnership working by facilitating appropriate information sharing.

6. Monitoring and review:

This is a medium term, 3 year strategy. The aims are supported by an Action Plan with key actions reinforced through Service Plans.

The implementation and success of the Strategy and the Action Plan made in accordance with it will be monitored quarterly by the Information Management Group and the Director of Resources as the CMT lead for Information Management.

There will be an annual review of the information management work programme by the Information Management Group to determine the progress made in completing the actions. As part of this review and where appropriate, the priority level for implementation will be amended and any work that is deemed as complete will be removed from the programme.

Information Management Strategy - Work Programme 2018-2021

The Information Management Strategy Work Programme details the actions required to ensure the Council's aims for information management are being achieved. The programme includes actions that are already fully implemented but require continual review or are partially implemented and they have been prioritised as 'ongoing'. There are actions that have been given a priority as 1, 2 or 3.

The Work Programme is split into two tables –the actions with a priority of 1, 2 or 3 are detailed in the first table and ongoing actions are detailed in the second table. This allows effective monitoring of actions to take place.

Action Plan – Actions identified as priority 1, 2 or 3

Priority:

1 = to be achieved as a priority

2 = to be achieved as a medium term priority

3 = to be achieved as and when resources are available

	Objective	Actions	Priority	Progress	Responsible officer
Aim 1: Access to information [To be considered in conjunction with the EDRMS project]					
1.3	To maintain adherence to a system so the Council's information contains the correct metadata	The Council currently use the Integrated Public Sector Vocabulary (IPSV) - http://www.esd.org.uk/standards/ipsv/ for defining metadata on the public website. Metadata is data that describes other data, serving as an informative label. Consider whether it is appropriate for documents on Boris to use IPSV as without correct and consistent metadata it can be difficult to find and manage information.	3		Colin Stenning
1.4	To enhance the effectiveness of the intranet system (DORIS).	Review management arrangements and resource requirements.	1	Completed	Web Services
		Improve the effectiveness of the "search" functionality.	1	Completed	Web Services
		Remove duplicate documents.	3		Web Services
		Departments to consider how DORIS can be used more effectively to facilitate sharing of information.	1	Completed	Directorates
		Review capacity of DORIS and implement accordingly.		Completed	Web Services

	Objective	Actions	Priority	Progress	Responsible officer
1.5	To enhance the effectiveness of the external website.	Review management arrangements and resource requirements. To include all pages with publication of information e.g. opendata	1	Assigned to EDRMS project	EDRM project team
1.6	To maintain a well organised electronic network drive.	Each department to develop a plan for the arrangement of their electronic network drive to enable it to unduplicate and clean their existing network drive file stores.		Assigned to EDRMS project	Directorates (supported by ICT)
		Implement the plan (above).		Assigned to EDRMS project	Directorates (supported by ICT)
1.7	To utilise a Corporate Electronic Document Management System	Each department to contribute to the implementation of the EDRMS project.		Assigned to EDRMS project	EDRMS project team
1.8	For the Council to be able to retrieve paper records easily.	Review the departmental systems currently in place which ensure paper records can be located easily and act accordingly.		Completed with move to Time Square	Directorates
1.9	To publish all mandatory information as required under the Local Government Transparency Code 2015.	All relevant departments publish their own information as prescribed by the 2015 Code and to ensure publication in accordance with mandatory timescales.	1		Directorates (supported by Lawyer – Information Management & Security)

	Objective	Action	Priority	Progress	Responsible officer
Aim 2: Efficient and effective management of information					
2.2	To improve records management	Consider adopting ISO 15489 Methodology in order to identify areas where records management policies, standards and procedures need improvement.	1		Lawyer – Information Management & Security
2.3	To ensure relevant staff are aware of the	Development of a specific Records Management Procedure.	2		EDRMS project lead /Lawyer –

	Council's requirements surrounding records management.				Information Management a& Security
		Launch and raise awareness of records management to appropriate staff.	2		Lawyer – Information Management & Security
2.4	To ensure consistent use of the policy document template which have a cover page and version history table to enable tracking of changes through the document's active life.	Review existing policies to establish whether they have a cover page and version history table in accordance with the template and update as necessary.	2		Lawyer – Information Management & Security
		Communicate the template for use across the Council.	2		Lawyer – Information Management & Security
2.5	To have secure destruction of confidential Information.	To review the current process and act as necessary to ensure that all confidential information is disposed of securely through the use of a robust waste disposal service.	1	Completed	Facilities
		Ongoing: To ensure all electronic equipment is cleared of information before disposal.	2		CO - ICT
2.6	To have an appropriate Information Protection and Disaster Recovery Plan.	Undertake a risk assessment into how the Council's manual information is stored, preserved and protected from the fire, flood, theft and loss.	1		CO – ICT / Emergency & Resilience Team / Lawyer – Information Management & Security
2.7	To ensure GDPR Action plan is delivered and an ongoing action plan is implemented	To implement 3 phases for GDPR compliance by 25 May 2018. To implement ongoing review, training and audit to comply with GDPR standards post 25 May 2018.	1		GDPR/DPChampions Lawyer – Information Management & Security / IMG

	Objective	Action	Priority	Progress	Responsible officer
Aim 3: Staff with appropriate skills in dealing with information					
3.1	Increase staff	Establish the Information Security and Data Protection	1	Completed	Lawyer –

awareness of information management, security and data protection.	Training Policy.		October 2017	Information Management & Security /L&D
	Implement the Information Security and Data Protection Training Policy implementation plan.	1	Started November 2017	Lawyer – Information Management & Security /L&D
	Communicate the revised Training Policy once established.	1		Lawyer – Information Management & Security /LD
	Monitor staff attendance on mandatory training courses each quarter.	Ongoing		IMG
	Reporting between HR and department managers on staff training requirements and use of e-learning.	1		HR/L&D/Directorates
	<u>Data Protection updates:</u> Ensure refresher training is diarised within 3 years after undertaking initial e-learning training.	1		Director/CO/Line Managers

	Objective	Action	Priority	Progress	Responsible officer
	Aim 4: Appropriate information sharing				
4.1	Have clear and relevant Information Sharing Protocols in place and raise staff awareness of these.	Create a central register of Information Sharing Protocols.	2	Partially complete	Lawyer – Information Management & Security
		Communicate guidance on Information Sharing and promote the existing template protocols to staff to raise awareness.	2		Lawyer – Information Management & Security
4.2	Ensure stakeholders are	Gain confirmation or assurance that stakeholder	2		ASCHH Directorate

	aware of their information management responsibilities.	organisations are aware of their responsibilities. <i>This is a requirement of N3 and is required in relation to ASCH&H.</i>			(People)
		GDPR requirement to have Information Sharing Agreements in place when contracts contain personal and/or special categories data.	1		CO/Procurement/ICT (systems)/Lawyer – Information Management & Security
4.4	To have a repository which holds the Joint Strategic Needs Analysis data.	Develop a data hub which holds the Joint Strategic Needs Analysis data and other data required across the Council to support strategic planning.	2	Completed	Directorates

	Objective	Action	Priority	Progress	Responsible officer
Aim 5: Information security					
5.3	To have in place appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss, destruction or damage to personal data	All relevant Information Security policies are to be reviewed in accordance with frequency included in the Information Policy Register (Appendix A).	2		CO – ICT Lawyer – Information Management & Security
		As part of the existing review process, all relevant information security policies and procedures are revised (where appropriate) to take into account legislation, changes in existing policy and mandatory requirements.	2		CO – ICT/ Lawyer – Information Management & Security
		Information security policies and procedures are	2		CO – ICT/

		communicated to staff via the ICT Communications Plan.			
		Guidance and 'top tips' are published on the Information Management Hub on DORIS and communicated accordingly	1		Lawyer – Information Management & Security

Work programme for ongoing actions

	Objective	Actions	Responsible officer
Aim 1: Access to information			
1.1	To maintain a central repository of all policies and guidance relevant to information management so that staff and members can easily access them.	The Information Management Hub is a central repository for all policies and guidance relevant to information management.	Lawyer – Information Management & Security
1.2	To maintain a list of the information data the Council creates, receives and maintains.	The Information Asset Register is in place and is reviewed every year.	Information Owners
Aim 2: Efficient and effective management of information			
2.1	To ensure policies relating to information management are subject to an appropriate review cycle.	Maintenance of the Information Policy Register (Appendix A) and to undertake policy reviews undertaken when required.	Lawyer – Information Management & Security / CO-ICT
Aim 3: Staff with appropriate skills in dealing with information			
3.1	Increase staff awareness of information management and security.	Existing information management and security policies are communicated to all members of staff on a regular basis.	Lawyer – Information Management & Security
		Information Management and Security training is incorporated into the induction process.	Head of Learning and Development
		Information Management and Security training is incorporated into the learning and development programme (this is a requirement of N3).	Head of Learning and Development
		<u>Data Protection updates:</u> Ensure refresher training is diarised within 1-3 years after undertaking initial e-learning training. Training refresh review periods: Adult Social Care (People) – every 12 months Childrens Services (People) – every 12 months Children-Education (People) – every 2 years Environmental Services/Planning Services (Place) – every 2 years All other services – every 3 years	Head of Learning and Development
3.2	Continue to raise staff awareness of Freedom of Information and	Freedom of Information/information and access to records training is incorporated in the induction process.	Head of Learning and Development

	Objective	Actions	Responsible officer
	access to records under the GDPR and other data protection law obligations.	There are Freedom of Information/ GDPR champions within each directorate and a designated access to records officer in appropriate directorates. These members of staff are supported by the Information Compliance Team within Legal Services.	Directorates and Information Compliance Team
Aim 4: Appropriate information sharing			
4.1	Have clear and relevant Information Sharing Protocols in place and raise staff awareness of these.	Exercise previously undertaken to: Identify where information sharing takes place. Where information sharing takes place, a protocol is developed if one did not already exist. Review existing protocols on a regular basis.	Lawyer – Information Management & Security
		The Information Sharing Hub contains all guidance on information sharing.	Lawyer – Information Management & Security
4.2	To have appropriate measures in place to enable the Council to share information as required by N3 and Government Connect.	Meeting the appropriate requirements in the N3 Toolkit and the Code of Connection (PSN) on an annual basis.	Lawyer – Information Management & Security CO –ASC
Aim 5: Information security			
5.1	To have secure links to National Health Network	Meeting the relevant requirements contained in the N3 NHS Digital Toolkit and complete to the appropriate standard.	Lawyer – Information Management & Security CO –ASCH&H
5.2	To have secure links to the Government Connect Secure Extranet	Meeting the requirements as set out in the Code of Connection (PSN). Meeting the requirements for cyber security standards.	CO – ICT

Resource implications of this Strategy

The implementation of this Strategy will have resource implications, as does keeping publications up to date and checking that information is accurate. The attainment and timing of the implementation of the Strategy will be contingent upon whether sufficient resources can be made available and if so when.

Internal Policies

Policies, which include guidelines and procedures, form part of the Information Management Strategy and are located on the Council's intranet DORIS Information Management Hub. The Information Policy Register is at Appendix A.

Amendment Sheet

Amendment Number	Details	Amended By	Date
Version 1	Initial document	Alex Jack – Borough Solicitor, Nicola Thurloway – Assistant Solicitor Information Management and Corporate Governance	June 2010
Version 2	Refresh of contents	Penny O'Callaghan – Information Management and Security Officer	October 2014
Version 3	Revision following IMG review October 2014	Penny O'Callaghan – Information Management and Security Officer	April 2015
Version 4	Amendments circulated to IMG 27.04.2018	Chucks Golding – Lawyer, Information Management and Security	April 2018
Version 5	Amendments approved by CMT	Chucks Golding – Lawyer, Information Management and Security	23 May 2018

Appendix A – Information Policy Register

Policy	Last review date	Next Review date	Author	Approver
RETENTION AND DESTRUCTION				
Information Asset Register (ongoing – living document)	December 2017	December 2018	Lawyer – Information Management & Security	IMG
INFORMATION SECURITY				
Information Security and Data Protection Training Policy	October 2017	October 2020	Lawyer – Information Management & Security / Learning and Development	IMG
Information Security Policy	June 2018	May 2020	Lawyer – Information Management & Security	IMG
Information Classification Policy and Handling Procedure	December 2017	December 2020	Lawyer – Information Management & Security	IMG
Information Security Incident Policy and Procedure	July 2015	July 2018	Lawyer – Information Management & Security	IMG
ICT Security Policy	July 2018	July 2021	CO - ICT	ICT Steering Group
Corporate ICT Policies Best Practice Principles for the use of ICT	February 2019	March 2021	CO - ICT	IMG
Third party security standards	October 2018	October 2021	CO - ICT	IMG
INFORMATION MANAGEMENT STRATEGY				
Information Management Strategy	April 2018	March 2021	Lawyer – Information Management & Security	CMT