London Borough of Barnet

INFORMATION MANAGEMENT STRATEGY

2016-2020

Document Control

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Prepared By:	Victoria Blyth (Information Strategy Manager) Jenny Obee (Head of IT and IM)	V Blyth J.C.Obee	05/08/16
Checked By			
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Version 1.0	11/08/16	Victoria Blyth Jenny Obee	Approved by Customer and Information Management Board (CIMB) &
Version 1.0		Victoria Blyth Jenny Obee	Approved by Strategic Commissioning Board (SCB)

Contents

1   Introduction

This is the London Borough of Barnet's Information Management Strategy 2016-2020. This strategy sets out the vision, principles and framework for the management of information within the council for the benefit of residents, staff and partners. This strategy supersedes the Information Management Strategy 2013-2016, which was approved in September 2013.

The approval and monitoring board for this strategy is the Customer and Information Management Board (CIMB), although the strategy is also approved by the Strategic Commissioning Board (SCB), for senior management acknowledgement and support. This strategy will be reviewed annually and regular updates will be made to CIMB on the progress of implementation.

2   Executive Summary

Information is a strategic asset for Barnet, and it is important that it is managed well so its potential is realised by the organisation.

Information Management is concerned with supporting the delivery of information to the organisation to be used for business purposes, and with working with others to ensure this delivery (such as infrastructure for electronic storage and accommodation for paper storage) as set out in this diagram.
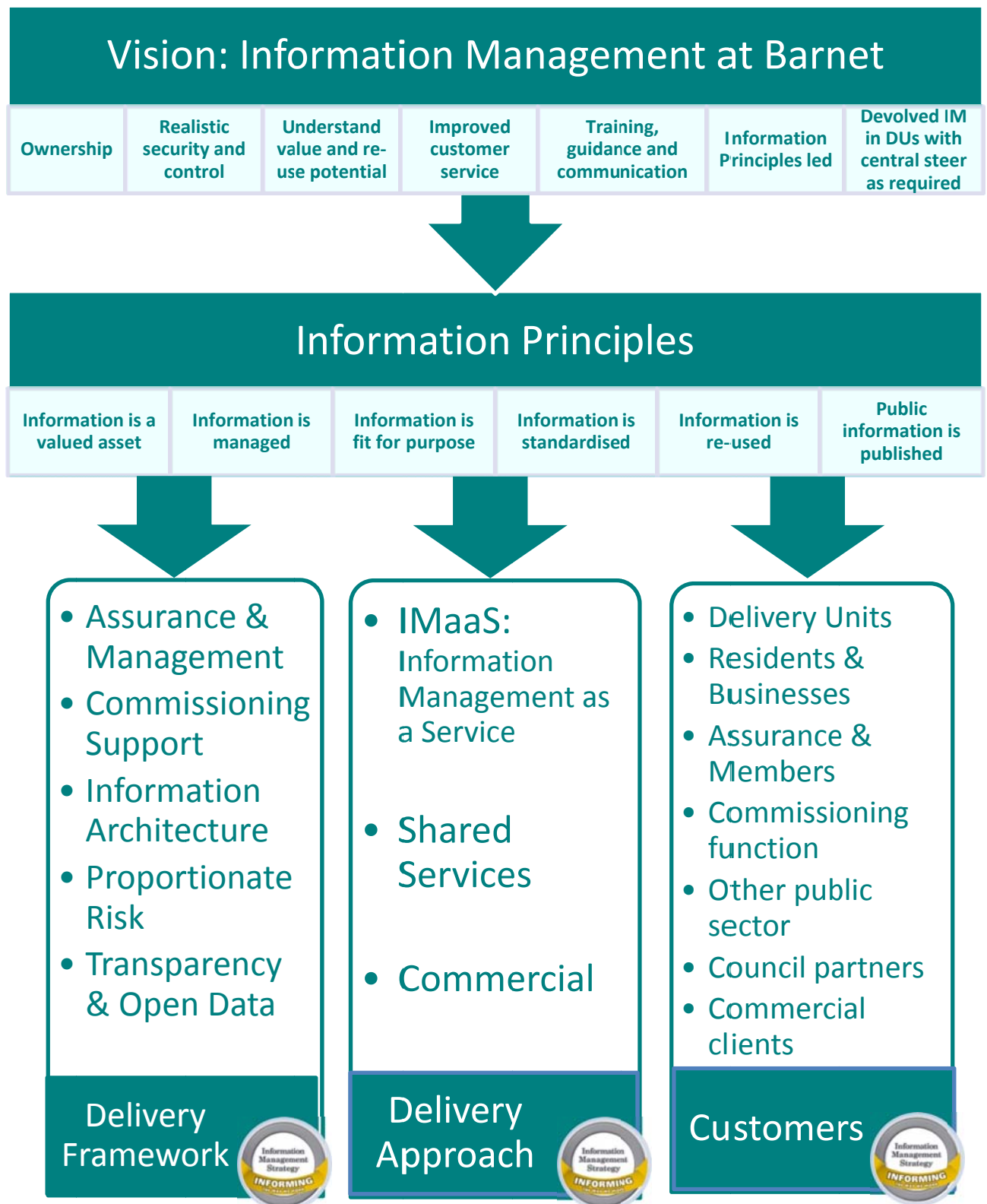
The council's approach to managing information is driven by a number of strategic forces: Barnet Corporate Plan 2016-2020; Theme Management Plans; Customer Access Strategy and the corporate commissioning approach, as well as external legislative requirements. The ICT strategy has been aligned to the Information Principles, and this IM Strategy will continue to be considered alongside the delivery of the ICT strategy.

The council has a changing and expanding customer base; both through the increasing population in Barnet and the increase in the number of commissioning projects and partnership agreements. How the council delivers services continues to change and we must practise good information management to ensure that these are run compliantly and efficiently, with the right information available at the right time to the right people.

The implementation of this strategy involves a great deal of change and, consequently, it is important that careful change management and resourcing is featured into each work-stream. Governance of the strategy will occur through a newly created IM Partnership Board, along with CIMB and quarterly updates to SCB through performance reporting.

The strategy implementation plan lists deliverables and timescales. Deliverables will be undertaken either as business as usual (BAU) or as projects, where it is considered that more formal project management would benefit implementation. Deliverables will be managed appropriately and may require additional resourcing from that of the Information Management Team and existing budgets.

The approach to Information Management set out in this strategy is summarised as follows:

Vision: Information Management at Barnet

Ownership	Realistic security and control	Understand value and re-use potential	Improved customer service	Training, guidance and communication	Information Principles led	Devolved IM in DUs with central steer as required

Information Principles

Information is a valued asset	Information is managed	Information is fit for purpose	Information is standardised	Information is re-used	Public information is published

• Assurance & Management • Commissioning Support • Information Architecture • Proportionate Risk • Transparency & Open Data	• IMaaS: Information Management as a Service • Shared Services • Commercial	• Delivery Units • Residents & Businesses • Assurance & Members • Commissioning function • Other public sector • Council partners • Commercial clients
Delivery Framework	**Delivery Approach**	**Customers**

The business benefits of projects issuing from each element of the framework will be evaluated as part of any associated business cases. However, the strategy lists high-level benefits of both the framework and approach which include:

- Continuation and improvement of council compliance and performance in relation to IM.
- Potential both for increasing revenue and making efficiency savings.
- Possibility for increased resilience within the service through shared service arrangements.
- Improving our reputation for transparency and our engagement with residents and businesses.
- Information that is clearly classified, structured and labelled; supporting a mobile, flexible way of working.
- Improvements in IM efficacy in commissioning and contracts.

3   What is Information Management?

Information is a strategic asset for Barnet, and it is important it is managed well so its potential is realised by the organisation.

Information Management is concerned with: supporting the business functions through the collection and management of information from one or more sources; the distribution or delivery of that information to one or more audiences; and with working with others to ensure this delivery (such as infrastructure for electronic storage and accommodation for paper storage) as set out in this diagram.

While there is a strong legislative environment for managing information, this definition emphasises that information management is not only compliance related (advising on the safety and security of information), but about managing business risks based on:

- Not knowing what information or data we have, where it is or what anyone is doing with it;
- Not knowing what information is for;
- Not being able to use information or data due to process, access and quality issues;
- Information not being available when you need it;
- Not understanding information through a lack of context and / or ownership;
- Keeping information when we don't need to;
- Spending too much money and breaking the law due to compliance breaches and data loss.

It is the practical use of information in the business that is affected by any lack of governance. By tackling these issues, we will help to increase the effectiveness of the organisation in making robust, evidence-based decisions and support the provision of information and data to and from our customers and partners.

3.1 Remit of this Strategy

The remit of the Information Management Strategy 2016-20 includes the following parts of the IM service:

- IM strategy and implementation
- Information rights

- Information security
- Transparency & Open Data
- Complaints
- Business continuity
- Records Management

The IM Strategy links strongly with the ICT Strategy, with the IM Strategy acting as driver for many of the projects in the ICT Strategy.

3.2 Exclusions from this Strategy

Information management covers a wide breadth of subjects and specialisms. This strategy excludes some areas that may be considered part of information management or the overall remit of the Information Management Team (IMT) at Barnet. However, we recognise that the Information Principles apply to these areas and that these areas should be considered, as appropriate, as part of day to day management of information and systems. These areas are:

Emergency Planning – EP (distinct from business continuity) is not featured in this strategy. It exists as a BAU function for the IM Team and is excluded in general from this strategy as direction for implementation and improvement is mainly driven from external sources, such as the London Resilience Forum.

Data Quality – data quality is an issue in the authority and broad-ranging as a problem. The previous strategy was unable to tackle data quality in the wholesale way that appears to be required and this strategy is designed to exclude data quality as an overall issue. It is likely that separate work on data quality will need to be instigated when further work on developing information management as a whole at Barnet has been completed under this strategy.

However, all work under this strategy will consider data quality for the specific project at hand, especially in terms of application/system set-up.

GIS & Address Gazetteer – the technical delivery of council Geographical Information System (GIS) services is likely to be subject to evaluation under separate projects or strategy and does not feature in the IM Strategy. Much like data quality, it is a broad issue for the council that requires separate management.

However, geographical information is simply another form of information. Address and geographic information can both form core elements of business support requirements and should be included in any project scope across the council where relevant.

4   Information Management Strategy 2013-16: Summary

Approved by the Customer and Information Management Board (CIMB) and the Strategic Commissioning Board (SCB) in September 2013, the Information Management Strategy 2013-16 set forth a vision, approach and delivery framework for our management of information.

With primary consideration being the strategic objectives from the Barnet Corporate Plan 2012-16, the strategy delivered through nine frameworks.

There were a number of significant successes. Work on the council's privacy notice/fair processing notice and a large project to review all council forms formed a foundation for council projects such as Troubled Families and BOOST. Work over a six month period also supported the creation of MyAccount on the council's website and the creation and running of projects handled by the Insight Team.

We have defined our approach to information asset management and ensured that the ICT Strategy and IM Strategy are consistent and linked appropriately.

Work on reviewing council policies with a gap analysis and review timetable was successful and led to creation of a number of new policies. We clarified our information governance structure with Security Forum, Information Management Governance Groups (IMGGs) and the Information Management & Technology Working Group (IMTWG – now termed the IT User Group).

We created the Barnet Open Data Portal with grant funding and its creation and development has led to the council being named a Transparency Champion by the Cabinet Office.

We have procured an off-site storage provider for paper archives, which was a significant benefit to the council relinquishing its lease of NLBP Building 4. Processes and procedures for archiving, and Records Coordinators in delivery units are now in place.

For the 2013-16 IM Strategy an implementation plan was drawn up with a significant number of specific deliverables for each framework over the life of the strategy. In hindsight this caused the governance of the strategy throughout its term to be cumbersome as deliverables, especially those planned for later in the term of the strategy, were deleted or amended as they were affected by previous work or changing council priorities. Some of these stoppages were due to interactions with other pieces of work. Within the 2016-20 IM Strategy we have set initial higher level deliverables and expect to create more during the term of the strategy.

Appendix One provides an overview of the achievements of the 2013-2016 IM Strategy with details of areas where our ambitions were not fully met. The over-arching vision and information principles of the 2013-2016 strategy carry through to the 2016-2020 strategy.

5   Drivers for the Strategy

Barnet is a commissioning council, working through partnerships and innovative operating models to deliver services and outcomes for the borough. The council's vision is that, by 2020, services will be commissioned jointly for the borough – by pooling resources and expertise from across the council, NHS, Jobcentre, police, education providers and other partners from the public, private and voluntary sectors - to create truly integrated services. Barnet is also changing physically and the council is embracing this through growth and regeneration of the borough's infrastructure.

To assist the council in delivering its vision, robust information management processes and procedures are required to ensure both compliance with legislation

and provide support to the council's activities. The council's approach to managing information is driven by a number of strategic forces and external requirements.

5.1 Barnet Corporate Plan 2015-2020

The IM Strategy seeks to underpin the council's vision and strategy as described in the Corporate Plan 2015-2020. This vision is based on core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- of opportunity, where people can further their quality of life,
- where people are helped to help themselves, recognising that prevention is better than cure,
- where responsibility is shared, fairly, and
- where services are delivered efficiently to get value for money for the taxpayer.

The Medium Term Financial Strategy 2016-20 (MTFS)[1] includes changes to the council's transformation programme to ensure that the council delivers the outcomes set by the Corporate Plan and necessary budget savings.

The IM Strategy needs to deliver functions that will continue to support the council's evolution as a commissioning council, and must reflect the detailed Theme strategies summarised in the MTFS. There are cross-cutting IM related objectives covering areas of:

Transparency – It is the council's stated intention to continue to be seen as a leader in the field of local government transparency and open data. We must consolidate and expand on our successes and drive forward innovation. We must also consider that data does not always respect borders and boundaries, and develop ways to cooperate with neighbouring local authorities as well as the broader government and private sectors to increase interoperability, adding greater utility through linkages with other organisations and their data.

Integration – within delivery units and across partners, requiring appropriate technology, processes and information sharing.

New technologies – whilst the technologies should be driven by the objectives and not the other way round, new technologies such as electronic document management (EDM) will support multiple delivery unit requirements.

Increase productivity – through improvements to technology and processes for managing and sharing information, and sufficient business continuity planning.

Support to accommodation strategies – the council will be adjusting its office accommodation and use of community assets with support of a locality strategy to make best use of all accommodation; requiring IM and ICT support for improved access to information wherever staff are working and better collaboration tools.

Improving delivery of service to customers/residents – whether through increased productivity, access to information through increased transparency, information sharing and integration to deliver better services, access to council services in numerous locations, or efficiency savings that can balance austerity requirements with

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[1] Policy & Resources Committee December 2015

service delivery.

Information sharing to improve/support early intervention – a step change in early intervention and prevention to manage demand on services, as a driver from central government and the council to deliver longer-term savings.

5.2 Commissioning model

Commissioning services is a keystone of the council's corporate plan and its vision of how to deliver services. Within our commissioning model the council creates partnership and contracts which are varied and often innovative. Each contract therefore has different information management requirements from its contracts and due diligence to its business workflows and information architecture.

Within the premise of commissioning and shared services are external and internal drivers for increasing information sharing and partnership working across the public sector. Within health, projects such as the Better Care Fund require partnership working and information sharing with public sector bodies. Internal drivers include the Family Services Practice Improvement Plan and requirements for closer integration and information sharing across public sector bodies for the provision of social services.

5.3 The Way We Work, Locality Strategy & Colindale

The council is looking to reduce its physical footprint and make more efficient use of its building assets through the Locality Strategy and the Way We Work programme. These include ambitions of the move of the main council buildings to a newly developed site in Colindale in 2018[2] and the provision of working space in a number of locations across the borough, such as in the new Colindale library building which will house some parts of Adults & Communities and some local, community groups.

The Way We Work programme in conjunction with the Locality Strategy is tasked with promoting flexible, mobile working for council staff and partners.

Information Management will be required at all stages of these projects to manage information risk and support delivery of an environment in IM and ICT terms that meets the needs of staff and delivery units. Work in this area will involve decreasing our reliance on paper and providing the appropriate equipment for the range of service delivery. Staff should be able to work at multiple locations, as per the Locality Strategy, without compromise to access to information or efficient working processes.

5.4 Other council strategies

The IM Strategy has interdependencies with the ICT Strategy and the Customer Access Strategy. The **ICT Strategy** has developed four delivery themes:

- **Mobile & Flexible:** Providing support for a range of devices and connectivity methods to enable staff to be more mobile and less dependent on offices while remaining connected with their teams, systems and information

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[2] Assets, Regeneration & Growth Committee Nov 2015

- **Integrated & Paperless:** Enabling data and information assets to be stored, shared and consumed electronically and in a compliant way to reduce the use of paper and integrate systems effectively
- **Secure & Reliable:** Delivering a reliable, robust and secure service which makes best use of existing investment, reduces duplication and ensures it delivers what the business needs
- **Partnership & Sharing:** Enabling working and sharing with Barnet residents, local businesses, partners and third parties through pooling resources and creating shared platforms accessible through a variety of channels

The IM Strategy, as well as being a key driver for the above ICT Strategy, needs to ensure that IM delivery and frameworks for delivery reflect the future, planned ICT landscape.

It is important to recognise that technology and applications are tools, and are driven by the requirements of the IM Strategy. The tool should not be our starting point for service delivery, but instead a way of delivering on IM requirements.

The **Customer Access Strategy** includes the following vision for customer services in 2020:

- That the majority of access is via digital means – 'digital by default'
- Customer journeys enable efficient and effective resolution at the earliest opportunity
- Customers receive a high quality personalised service, including relevant services from partners
- Customers are connected to the community, not just council services.

It is therefore important that the IM Strategy supports this vision through enabling the provision of good quality information to support customer need.

There may be other strategies produced during the life of this strategy and also service requirements such as improvement plans for service delivery and these will need to be considered as drivers for deliverables under this strategy as appropriate.

5.5 Resourcing

The council is affected by the decreased public money available for delivery of services and this is recognised in both the council's vision of fairness, responsibility and opportunity, and its Medium Term Financial Strategy. However, it is important to recognise that delivering good IM practices, legislative compliance and transparency of delivery, does come at a cost.

Whilst the commissioning model is an exciting model to develop it requires greater activity on the information management front. Specialist input is required for innovative projects and the commissioning of new services, both on contractual due diligence and process fronts.

Within the delivery approach we will be clarifying the base offer of the Information Management function and where further resource may be required to deliver IM

services. Work through this strategy will also look at whether shared services or commercial opportunities for IM could create efficiency savings or revenue.

However, work within delivery units, such as preparing contracts for publications, or changing processes to improve information management, will require financial and people resourcing in order to be successful. This strategy recognises that bids for funding and business cases will be required for many projects. Delivery units will also need support to identify priorities for spending.

5.6 Legislative Requirements

Significant government health, education and other legislative reforms expected over the next four years will impact on the delivery of council services and on the projects and process implementations planned through this strategy.

The strategy and its implementation will be cognisant of changing legislative requirements for the council's business, for example, drivers for academy schools and health integration.

5.6.1 General Data Protection Regulation

The General Data Protection Regulation (GDPR) will become law in the EU in May 2018 and will have an impact on the council's practices for IM and its compliance with legislation. GDPR is how the European Commission intends to strengthen and unify data protection for individuals within the European Union (EU).

The regulation will have an impact on how the council does business; strengthening the need to complete IM Impact Assessments for every project, requiring amendments to how the council drafts and manages contracts with suppliers and partners, reducing timescales for requests for information from data subjects, and increasing the ability for oversight and financial penalties where we fall below compliance requirements.

Any political changes that may occur following the June 2016 UK EU referendum will have an impact on how the UK implements GDPR. Whether the UK implements GDPR fully or amends some aspects of the legislation, it is important to recognise that the majority of the GDPR will need to exist in UK law in order for the UK to do business with companies operating across Europe and the world.

All of these aspects will impact on how the council resources and manages its IM responsibilities and preparation for this new legislation will form a significant part of the strategy implementation plan and service delivery for the Information Management Team.

5.6.2 Transparency and Freedom of Information (FOI)

The recent government review of FOI has shown that the public supports FOI and its aims for transparency. The government has recognised this support in recommending minimal changes to current FOI legislation.

This drive for transparency can also be seen in the Local Government Transparency Code, which the council has already exceeded, as well as the 2016 Open Government National Action Plan.

The council's commitment to transparency is evident. Transparency is embedded in the corporate plan and the publication of our Transparency Commitment Statement provides a public acknowledgment of this undertaking. Barnet has built itself a national reputation for setting high standards in the field of transparency and open data, leading to the Cabinet Office recognising us as one of only 16 Local Government Transparency Champions. We wish to build on this success and continue to excel in this area.

5.7 Staff Engagement

The views of staff to the 2013-16 strategy delivery, the development of the 2016-20 strategy and any issues with IM or ICT have been sought. This is a task continued from the 2013-16 strategy and ensures that the IM Strategy aims to meet the needs of staff, delivery units and partners. Workshops took place with IMGGs, The Barnet Group, Re and CSG, the Commercial team, the Director of Resources and Commissioning Directors.

Staff broadly supported the approach in the strategy to look for shared service and commercial opportunities, as long as this did not affect the service they received from the Information Management Team. There was great interest in proposals for electronic document management, with clear backing for such a piece of work, if properly resourced.

Support for commissioning projects was a key driver for both the central commissioning function and delivery units. Whilst the council has a comprehensive policy suite, providing targeted advice is necessary to clarify responsibilities between the commissioning function and delivery units, as well as support functions like procurement, when undertaking commissioning projects. This clarity should improve compliance to corporate policies and processes for information management.

This requirement for targeted advice was also shown in the input from the Streetscene function, where the roles have different requirements in terms of IM than typical office-based teams.

6   Summary of Strategy Approach

Vision: Information Management at Barnet

Ownership	Realistic security and control	Understand value and re-use potential	Improved customer service	Training, guidance and communication	Information Principles led	Devolved IM in DUs with central steer as required

Information Principles

Information is a valued asset	Information is managed	Information is fit for purpose	Information is standardised	Information is re-used	Public information is published

Delivery Framework

- Assurance & Management
- Commissioning Support
- Information Architecture
- Proportionate Risk
- Transparency & Open Data

Delivery Approach

- IMaaS: Information Management as a Service
- Shared Services
- Commercial

Customers

- Delivery Units
- Residents & Businesses
- Assurance & Members
- Commissioning function
- Other public sector
- Council partners
- Commercial clients

7   Vision: Information Management at Barnet

Our practical and realistic vision for Information Management is that:

- ✓ Our information and data, whichever part of the council that collects it, is recognised as a **critical and strategic corporate asset owned by the council**, rather than the possession of an individual or service.

- ✓ We aim to **ensure access to the right information, at the right time, to the right person, and in a swift and intuitive way**, ensuring that staff have the information required to perform their roles and that customers have access to information that supports them to take better control of their needs and interactions with the council.

- ✓ We approach the **protection of our information in a way that is consistent with its value, ownership and source** in order to ensure the confidentiality, integrity and availability of information and systems; and that **when our information and data is particularly sensitive, we are confident that it is kept securely**.

- ✓ We **understand the information and data we hold** (and the processes for its management and dissemination) and **realise its value and potential for lawful re use**, reflecting our desire to **collect data from staff and customers once and share with other parties that need it** (internally and externally).

- ✓ We **transform the quality** of the Barnet customer / resident experience **through the provision, analysis and application of good quality, timely and targeted public data and information** from a large range of organisational sources.

- ✓ We **train and guide our users** through the use of information systems and information processes, and **communicate information management initiatives and policies in an effective way**.

- ✓ We manage our information and data (including information systems) in accordance with **Information Principles**.

- ✓ We recognise that **customers** include staff, internal delivery units, partners and contractors, as well as residents.

- ✓ As the customers listed in the strategy approach diagram have different aims and objectives, a **diverse approach to implementation** and **targeted advice and standards** across the organisation will be required to meet the vision set out in this strategy.
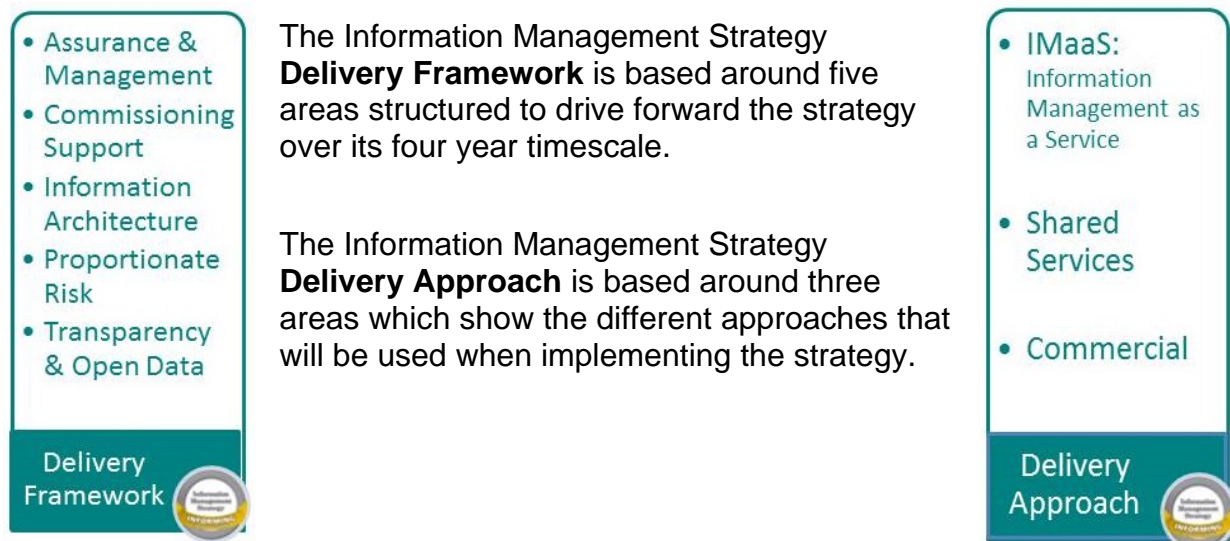
8   Approach to Supporting the Vision: Information Principles

The following Information Principles are retained from the 2013-16 strategy and form the backbone of the strategy. They influence the management approach to the delivery of the Information Management Framework.

Information Principles					
Information is a valued asset	Information is managed	Information is fit for purpose	Information is standardised	Information is re-used	Public information is published

9   Delivery of the Vision: Delivery Framework and Delivery Approach

The delivery of the IM Strategy is dependent on an effective framework and approach to ensure the vision and principles are adhered to and that the priorities of the organisation are met.

- Assurance & Management
- Commissioning Support
- Information Architecture
- Proportionate Risk
- Transparency & Open Data

Delivery Framework

The Information Management Strategy **Delivery Framework** is based around five areas structured to drive forward the strategy over its four year timescale.

The Information Management Strategy **Delivery Approach** is based around three areas which show the different approaches that will be used when implementing the strategy.

- IMaaS: Information Management as a Service
- Shared Services
- Commercial

Delivery Approach

It is important to note that whilst this strategy aims to deliver professional advice, proactive support and expert knowledge from the Information Management Team, we recognise the wide expertise of our delivery units and our partners and will seek their knowledge where appropriate. This would include for example, the shared service and commercial aims of the strategy's delivery approach. We consider that a sharing culture across partners will benefit all, and this is recognised in aims within the delivery framework.

The IM service will provide information management support to all council services. This will consist of ensuring all council information is managed under the guiding Information Principles outlined in this strategy. These are the services funded by the IM revenue budget.

IMaaS (Information Management as a Service) services consist of:

- Information Management strategy and implementation
- Information Rights legislation (including Data Protection and Freedom of Information compliance)
- Information Security (working in conjunction with IS)
- Policy, Principle, Procedure creation and management
- Business Continuity
- Emergency Planning
- Corporate Complaints
- Transparency services
- Geographical Information services (GIS)
- Records Management
- Deeds and Sealing
- Address Gazetteer services

9.1   Delivery Framework

- Assurance & Management
- Commissioning Support
- Information Architecture
- Proportionate Risk
- Transparency & Open Data

Delivery Framework

The delivery framework looks at what we will do to deliver the strategy. Each framework below has high level elements listed which are designed to shape the focus of the delivery of each framework. Specific deliverables and projects will be managed through the strategy implementation plan.

9.1.1   Assurance and Management

1	Assurance and Management
Aim	**We will provide a specialist service on information management including advice and consultancy to leadership, commissioning function, commissioned services, partnerships and delivery units. We will provide assurance to the council through our management of information corporately and IM process and policy.**
Delivery	
1.a	Provide advice proactively to service areas and users, and reactively in response to requests for assistance or incidents.
1.b	Carry out best practice health checks across the range of the IM function and provide advisory assurance using a maturity model approach. Develop and use maturity models to assist customers and partners in their information management practices and compliance.

1.c	Maintain an effective policy framework and guidance suite for managing information through its lifecycle, allowing the organisation to manage its information effectively.
1.d	Work with delivery units and partners in ensuring that a reciprocal relationship is realised and that localised, targeted guidance and procedures are created to support service delivery.
1.e	Produce targeted guidance and communication approaches, recognising that for policy to be useful and complied with it must be fit for our breadth of service delivery and communicated effectively.
1.f	Assure the council of appropriate and compliant IM practices across the council and its partners/contractors through performance and compliance monitoring and reporting.

9.1.2   Commissioning Support

2	Commissioning Support
Aim	**We will provide a value added service to the commissioning function, enabling the provision of good quality information, stored appropriately and accessed when required to support effective decision making, and design and implementation of projects.**
Delivery	
2.a	Ensure clarity of responsibility in relation to IM between the commissioning function and delivery units when commissioning services, managing contracts and partnership working.
2.b	Ensure that all council contracts for commissioned services include appropriate IM clauses, through work with procurement, legal, the commissioning function and delivery units.
2.c	Work with the commercial team, procurement and delivery units to implement these IM clauses and improve IM monitoring within contracts.
2.d	Provide support and guidance on good IM practices to re-structuring teams or ADMs (Alternative Delivery Models).
2.e	Provide the commissioning function and project managers with proactive and reactive support and advice on all aspect of good information management, including the use, storage, disposal, security and protection of information, with consideration of specific training and mentoring for officers in those areas for IM related requirements of project management, due diligence and contract management.

9.1.3   Information Architecture

3	Information Architecture
Aim	**We will create, implement and enforce an information architecture methodology to ensure that:** • **Information is classified in such a way that it is clear where it should be stored** • **Information is labelled in such a way that it can be found** • **Information is structured in such a way that it can be effectively searched for**
Delivery	

| 3.a	Commission the implementation of a more structured and clearer approach to managing electronic documents (EDM) to support better collaboration and flexible, mobile working.
3.b	Put in place processes and procedures for successful EDM for implementation and ongoing support.
3.c	Commission implementation of good quality collaboration tools to support delivery of commissioned services and flexible, mobile working.
3.d	Provide effective management of paper records and the off-site paper archive.
3.e	Put in place strategies to decrease the reliance on paper, creating a 'paper-light' approach to support flexible, mobile working.
3.f	Implement and support an effective, efficient approach to the retention and disposal of information.
3.g	Define our approach to Digital and Paper Continuity, ensuring that we maintain our ability to use information for as long as it is needed, in the way that it is needed, over time and through change.

9.1.4   Proportionate Risk

4	Proportionate Risk
Aim	**We will promote a proportionate, risk based approach to information security, information management and information rights.**
Delivery	
4.a	Through proper information asset management, ensure that information is owned, access is managed and information sharing processes are clearly understood and monitored. Maintain a register of information assets.
4.b	Maintain an effective governance regime for information rights, information risk and security, enabling practical, risk-based decisions and articulating our appetite for information risk.
4.c	Maintain a proportionate approach to business continuity, supporting delivery units and partners to consider the availability and management of information in BC situations.
4.d	Maintain the information sharing register and ensure, through work with IMGGs, Commercial and Procurement, that information sharing is appropriate, documented and auditable.

9.1.5   Transparency and Open Data

5	Transparency and Open Data
Aim	**We will continue to be a leader and innovator in local government transparency, increase publication to the Open Barnet data portal and maintain excellent FOI performance.**
Delivery	
5.a	Through collaborative work with delivery units and acting as facilitator, further develop the 'Open Barnet' portal to make more data on available and create a library of council information, in order to empower residents and businesses to self-serve and engage with their local areas and council decision making.
5.b	Engage with local residents, community groups, educational establishments, businesses and data specialists on the release of council

	information and data, and the use of this by these groups to encourage innovation and improve service delivery.
5.c	Develop ways to cooperate with neighbouring local authorities as well as the broader government and private sectors to innovate on the publication of data across shared services and partnership arrangements.
5.d	Within the government standards for format of open data, push to publish data, where possible, as open data, aiming to achieve the 3 star transparency rating for the majority of data sets/published data, and 4 star rating where possible.
5.e	Maintain FOI performance in excess of 95%.
5.f	Aim to publish information that allows the council to answer 25% of FOI requests through information published on the Open Data portal. Seek to reduce the number of FOIs made by targeting specific request types for publication of data.
5.g	Utilise and develop tools and innovative methods to improve the quality, accessibility and utility of our published data, incorporating where possible data visualisation and manipulation tools and advanced data formats.

9.2   Delivery Approach
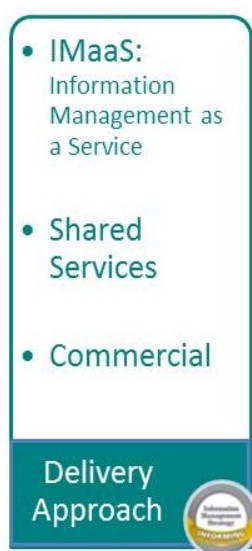
The delivery approach looks at the ethos behind how we will deliver the frameworks. Within the strategy we aim to continue and improve our compliance and performance on IM, whilst looking for efficiencies and ways of increasing the scope of the service through commercial or value added opportunities.

9.2.1   IMaaS: Information Management as a Service

6	Information Management as a Service
Aim	**We will provide a professional, proactive and supportive service on all aspects of Information Management and IM related legislation, with clarity on provision of services from Information Management, clear Service Level Agreements, targets and metrics.**
Supports the delivery all parts of the IM Framework Approach:	
6.a	In order to continue to deliver a specialist and supportive service, create and implement a Service Catalogue for IM services, to include service level agreements (including target response times), performance indicators and quality measures. Consider a model of allocating individual IM Officers to specific areas for a single point of entry into Information Management.

6.b	Consider a revenue model for defined 'value added' services, requested services not included in the service catalogue or for quicker target response times.
6.c	Maintain and develop strong links into delivery units through IMGGs and relevant boards in order to sustain a collaborative approach to information management and assurance.
6.d	Create strong links with the commissioning and strategy functions within the Commissioning Group including consideration of specific training and mentoring for officers in those areas for IM related requirements of project management, due diligence and contract management.

9.2.2   Shared Services

7	Shared Services
Aim	**We will seek to develop and implement appropriate shared IM services with other public sector organisations.**
Supports the delivery all the following parts of the IM Framework:	
• **Assurance and Management** • **Information Architecture** • **Transparency and Open Data**	
Approach:	
7.a	Identify shared service opportunities for LBB to lead with other local authorities. Review of opportunities to include provision of off-site storage facilities (archives), Freedom of Information processes, Transparency services, Data Protection health checks and Complaints Maturity Model processes.
7.b	When identified, produce business cases for the implementation of shared services and, if agreed, implement these models.
7.c	Use expertise of Commercial Team and partners to produce an effective and saleable offer for shared services.

9.2.3   Commercial

8	Commercial
Aim	**Where possible, business cases will be produced to exploit opportunities to supply IM services as a revenue stream**
Supports the delivery all the following parts of the IM Framework:	
• **Assurance and Management** • **Information Architecture** • **Transparency and Open Data**	
Approach:	
8.a	Work with Commercial and Commissioning functions to discover the potential for revenue IM services in current and future contracts.
8.b	Work throughout the organisation to discover opportunities for 'selling' IM services – such as the potential for assisting for example GP services, schools, housing associations and small businesses from Entrepreneurial Barnet.
8.c	Consider offering expertise to established partners for commercial benefit, such as IM related training.

9.3   Customers

- Delivery Units
- Residents & Businesses
- Assurance & Members
- Commissioning function
- Other public sector
- Council partners
- Commercial clients

Customers

We recognise the customers of the IM Strategy as internal and external units. The customer base includes Members, as well as the responsibility of assuring the council of compliance and appropriate information management. Our customers have different aims and objectives, so a diverse approach to implementation and targeted advice and standards across the organisation will be required to meet the vision set out in this strategy.

We also recognise we may gain new customers such as commercial clients, if the commercial aspects of the delivery approach develop.

10 Strategy Implementation Plan

The strategy implementation plan lists deliverables and timescales. Whilst the implementation plan contains a number of deliverables, most are planned during the first two years and we expect further deliverables to be created as earlier work is completed and the strategy progresses.

Within the implementation plan projects and BAU activities are listed. Projects are deliverables or collections of deliverables that involve budgets of £25k or above or where we consider the piece of work to be complex, have multiple stakeholders and/or officers required for delivery, and to be better managed through more formal project management.

Deliverables listed as BAU will not be run with formal project management, although they will be managed appropriately and may require additional resourcing from that of the Information Management Team and existing budgets. The high level implementation plan for the strategy is at Appendix Two.

11 Strategy Business Benefits

The business benefits of each framework elements are below, along with the benefits of the delivery approaches.

The benefits of deliverables created under this strategy will be evaluated as deliverables are agreed, and where relevant will form part of associated business cases.

Framework	High level benefits
Delivery Framework	
1. Assurance and Management	Appropriate buy-in from delivery units and partners to policies and procedures
	Improve process efficiency
	Compliance with IM legislation and best practice
	Performance improvement

Framework	High level benefits
2. Commissioning Support	Improved clarity of responsibility for IM at all stages of commissioning work
	Improved IM compliance in relation to contracts and commissioning
	Improved contract monitoring for IM aspects
	Enabling the provision of good quality information, stored appropriately and accessed when required to support effective decision making
	Embed IM good practice into partnerships
3. Information Architecture	Paper-light environment with reduction in costs for printing, paper storage and archiving
	Useable EDM that allows information to be classified, structured and labelled clearly
	Strategies for digital and paper continuity, making information available as long as we need it
4. Proportionate Risk	Clear processes for balancing compliance requirements with project objectives to deliver successful outcomes
	Information with clearly assigned owners who understand the information and manage it appropriately
	Robust business continuity plans
	Clarity and audit trail for information sharing across the council
5. Transparency and Open Data	Increased publication to the Open Data Portal to create a library of information for residents and customers
	Increased reputation for transparency
	Engagement with local residents, community groups, educational establishments and businesses on the release and use of council information and data
	Breaking down internal and external information silos and making the most of resources
	Promoting and driving forward innovation, providing a resource for external and internal developers
Delivery Approach	
6. IMaaS - Information Management as a Service	Continued high quality IM direction and advice
	Customers (delivery units, partners etc) have a clear view of IM services and advice available to them
	Continued and improved council IM compliance
7. Shared services	Potential revenue savings through efficiency gains
	Potential for increased resilience of the IM service
	Sharing of best practice
8. Commercial	Potential revenue
	Opportunity for strengthening IM practices within organisations that benefit Barnet residents

12 Governance

The IM Strategy will be governed through the following methods:

- **IM Partnership Board:** a new operational board will be formed to take ownership of the implementation of the strategy. The focus of this board will be on: oversight of the overarching IM Strategy implementation plan; oversight of projects / work-packages; escalations of risks and issues; budget provision and oversight. Modelling the flexible, agile working proposed in both this strategy and the ICT Strategy, this board will use collaborative technology and meet virtually where possible. To meet quarterly or, using collaboration tools, more often as required.
- **Customer and Information Management Board:** Strategy approval board and overarching sponsor. Progress updates on the implementation of the strategy will be presented every 6 months.
- **Information Management Governance Groups:** monthly implementation updates will be provided to IMGGs, with a focus on implementation timescales and delivery unit / partner involvement.
- **Information Strategy Manager:** based in the Information Management Team, this role will be responsible for the secretariat of the IM Partnership Board, updates to the CIMB and the monthly reporting to IMGGs. This role will take on project sponsor responsibilities and occasional project manager responsibilities for strategy deliverables, along with a continual responsibility for overseeing implementation plans of the strategy and the plans for the individual projects.
- **Head of IT & Information Management:** chair of the IM Partnership Board and will take on occasional project management and regular project sponsor roles for IM strategy projects or deliverables. Regular meetings will be held with the Information Strategy Manager for oversight of implementation progress.

The IM Strategy will be reviewed annually.

Appendix One: IM Strategy 2013-16 Achievements & Stoppages

The table below lists the achievements of the IM Strategy 2013-16 by Framework.

There were some stoppages from the strategy of deliverables that were removed or not fully completed. Some of these stoppages were due to interactions with other pieces of work. This is also an area affected by our initial implementation plan being too detailed. At the beginning of the strategy we made plans for work that had dependencies that were not complete, or in some cases not started. This caused deliverables to become defunct, or made them too difficult to deliver at the time. Some have been carried through to the new strategy in different ways.

Framework 1	
See our information and data as a bedrock to enabling our customer access vision, channelling the insight and release of data to make this a reality and that re-use is implicit in how we use our data and information.	**Met**
Achievements	
The Fair Processing Notice (FPN) or Privacy Notice work has allowed a number of activities to take place, such as the new Insight function. The work has longer reaching benefits, for example, in allowing LBB to move forward with the new Troubled Families requirements from central government with minimum IM issues.	
Established processes for information sharing and project approval for the Insight function.	
Regular long-term liaison with CSG transformation to ensure the IM aspects of the My Account function were met.	
Stoppages	
None	
Framework 2	
Promote an open and transparent approach to the proactive and reactive release of data and information.	**Met**
Achievements	
Work on process and guidance on FOI, DP and transparency concerns for procurement and contract monitoring.	
Governance work on ToR and processes for IMGG, Transparency & Open Data User Group and Link Officers.	
Procurement, launch, setting governance and updating for Barnet Open Data Portal.	
Quality monitoring processes for FOI/EIR/SAR responses	
Induction for new starters.	
Processes and guidance for information sharing and information sharing agreements (ISAs).	
Stoppages	
Whilst the transparency agenda has been built into DUs through IMGGs, it was not built into DU business plans due to set-up and timescales for business planning.	
Reviewing Open Data Portal publishing with reference to Information Asset Register (IAR) as the information asset management work was not advanced enough for this to occur during the strategy.	
Framework 3	
Promote a governance structure that enforces a consistent approach to adoption of the Information Principles.	**Met**

Achievements
Published and communicated the IM Strategy.
Reviewed terms of reference for IMGGs, CIMB and IMTWG and reinvigorated these groups.
Information Asset Management Approach and policies complete.

Stoppages
A large amount of work on information asset management was completed but as an overall project it was not completed. Work on this area continues into the new IM Strategy.

Framework 4	
Create and maintain practical and realistic information management policy and procedures.	**Met**

Achievements
Mapped policies against information lifecycle. Completed gap analysis for policies and guidance, reviewed or created all necessary policies and created policy review timetable.
New policies including Corporate Policy Cover Sheet, Social Media Policy, Policy Exceptions Policy.
Policy & procedures for off-site paper storage and archiving.
Provision of contract for off-site storage of paper archives.

Stoppages
The council's Retention and Disposal Policy was put on hold to allow for completed of the introduction of new processes for archiving and off-site storage, as the resource for this work overlapped.

Framework 5	
Structure our information and data stores in such a way that information and data can be effectively stored, found, used and re-used for the benefit of Barnet staff and customers.	**Partially Met**

Achievements
ICT Strategy agreed and mapped to IM Strategy to ensure consistency between strategies and the focus of the requirement, rather than the technology that can deliver the objective.

Stoppages
The ICT Strategy was delivered, although behind schedule and this affected work in this framework. Some of the work planned for this framework was considered more appropriate for the ICT Strategy, although work on classification and structuring of electronic document storage is featured in the new IM Strategy.
Work on electronic document management (EDM) was impacted by the ICT Strategy. Consideration of how best to manage this work between the strategies continues, but it will be driven by the new IM Strategy.

Framework 6	
Introduce and maintain an information and data management architecture that fits our needs.	**Partially Met**

Achievements
Feeding IM principles into the ICT Strategy.

Stoppages
Digital continuity work was not completed.
GIS

Framework 7

Use our information in a collaborative way, with appropriate technology and processes to help us achieve this.	**Partially Met**
Achievements	
Research in knowledge management led to an approach document. However, the research showed that knowledge management is underdeveloped in Barnet and required more resource at this stage than was available for strategy delivery.	
Procedures for IT Health Checks in relation to PSN and PCI compliance.	
Stoppages	
Shared drive survey and some work on EDM	

Framework 8

Promote a proportionate, risk based approach to security and information governance.	**Substantially Met**
Achievements	
Review of Security Forum ToR and procedures ToR and procedures for Security Forum.	
Policy exceptions/risk management processes for Security Forum and IS Security Manager.	
Stoppages	
Not all of the plans for risk management and risk appetite work were completed. The council has commissioned an internal audit review of risk and risk management and appetite work continues into the new IM Strategy.	

Framework 9

Recognise the importance of determining and ensuring the right quality of data to meet its purpose.	**Partially Met**
Achievements	
Data Quality assessment.	
Stoppages	
Whilst a data quality assessment was completed, it was recognised that data quality is an issue for Barnet that requires separate management. It is also excluded at this stage from the new IM Strategy.	

Appendix Two: IM Strategy 2016-2020 Implementation Plan

Framework	Deliverables	Lead	Status	Timescale
1. Assurance and Management				
1.a Provide advice proactively to service areas and users, and reactively in response to requests for assistance or incidents.	*This is a BAU activity. Deliverables will be identified throughout this strategy as the outcomes of service delivery*	IMT	BAU	Throughout strategy period
1.b Carry out best practice health checks across the range of the IM function and provide advisory assurance using a maturity model approach. Develop and use maturity models to assist customers and partners in their information management practices and compliance.	IM maturity model and processes	VB / IMO	Project	2018-19 Q1-Q2
	Complaints maturity model and processes	GT	Project	2016-17 Q3-Q4
	DPA health check model and processes	IMO	Project	2016-17 Q3-Q4
	DPA health checks	IMO	BAU	2017-18 Q1 onwards
1.c Maintain an effective policy framework and guidance suite for managing information through its lifecycle, allowing the organisation to manage its information effectively.	Reviewed policies against IM lifecycle	IMO	BAU	2016-17 Q3
1.d Work with delivery units and partners in ensuring that a reciprocal relationship is realised and that localised, targeted guidance and procedures are created to support service delivery.	Consider approach for audit of policy production and review to IMGG and other governance bodies as appropriate	IMO	BAU	2016-17 Q3
	Provide clarity through a governance document of policy approval	IMO	BAU	2016-17 Q3
1.e Produce targeted guidance and communication approaches, recognising that for policy to be useful and complied with it must be fit for our breadth of service delivery and communicated effectively.	Approach to delivering policy summaries to ensure policies are approachable (e.g. 'policy on a page')	IMO	BAU	2016-17 Q3-Q4
1.f Assure the council of appropriate and compliant IM practices across the council and its partners/contractors through performance	Review performance / compliance reporting for Cambridge Education contract	IMO	BAU	2017-18 Q1

and compliance monitoring and reporting.		IMO	BAU	2017-18 Q3-Q4
	Gap analysis for performance / compliance reporting for major Council contracts / partnerships			
		IMO / TOD	BAU	2016-17 Q4
	Review IM performance reporting to SCB for relevance and usability			

Framework	Deliverables	Lead	Status	Timescale
2. Commissioning Support		**RM**	**Project**	**2017-18 Q1-Q4**
2.a Ensure clarity of responsibility in relation to IM between the commissioning function and delivery units when commissioning services, managing contracts and partnership working.	Process map of responsibility	VB		
	Communications plan, including consideration of training for commissioning function and delivery units as necessary	VB		
2.b Ensure that all council contracts for commissioned services include appropriate IM clauses, through work with procurement, legal, the commissioning function and delivery units.	Review efficacy of new due diligence approach with procurement	IMO		
	Review council / HBPL processes for reviewing and updating standard T&Cs	IMO		
2.c Work with the commercial team, procurement and delivery units to implement these IM clauses and improve IM monitoring within contracts.	Review contract monitoring guidance to ensure IM is appropriately referenced	IMO		
	Consider approach for assessing whether IM contract monitoring is taking place	IMO		
2.d Provide support and guidance on good IM practices to re-structuring teams or ADMs (Alternative Delivery Models).	Hold workshops with delivery units, commissioning function and commercial to identify requirements, risks, issues and benefits	RM		
	Create guidance and communications plan	RM		
2.e Provide the commissioning function and project managers with proactive and reactive support and advice on all aspect of good information management, including the use, storage, disposal, security and protection of	*Deliverables will be set based on outcomes of deliverables in this framework*	RM / IMO		

information with consideration of specific training and mentoring for officers in those areas for IM related requirements of project management, due diligence and contract management.				

Framework	Deliverables	Lead	Status	Timescale
3. Information Architecture				
3.a Commission the implementation of a more structured and clearer approach to managing electronic documents (EDM) to support better collaboration and flexible, mobile working.	Outline and Full Business Cases	JO / JP/ RM	Project	2016-17 Q3 – 2017-18 Q1
3.b Put in place processes and procedures for successful EDM for implementation and ongoing support.	Policies, procedures and guidance documents Guidance documents on cleanse of electronic records prior to Colindale move to support the Way we Work programme	RM RM	Project Project (WWW)	2017-18 Q1-Q3 WWW project
3.c Commission implementation of good quality collaboration tools to support delivery of commissioned services and flexible, mobile working.	Outline and Full Business cases	JO / PM	Project	2016-17 Q3 – 2017-18 Q1
3.d Provide effective management of paper records and the off-site paper archive.	Archive procedures SLA measurements Guidance documents on cleanse of electronic records prior to Colindale move to support the Way We Work programme	RM RM	BAU Project (WWW)	2016-17 Q4 WWW project
3.e Put in place strategies to decrease the reliance on paper, creating a 'paper-light' approach to support flexible, mobile working.	Paper reduction strategy Paper reduction procedures Review paper reduction strategy	RM RM	BAU BAU	2016/17 Q4 2017-18 Q4 – 2018-19 Q1
3.f Implement and support an effective, efficient approach to the retention and disposal of	'Big bucket' retention policy Procedures for use	JP / RM	BAU	2016-17 Q3-Q4

information.	Review retention approach	RM	BAU	2018-19 Q2-Q3
3.g Define our approach to Digital and Paper Continuity, ensuring that we maintain our ability to use information for as long as it is needed, in the way that it is needed, over time and through change.	Digital and Paper Continuity policy and procedures	RM	BAU	TBC following deliverables from 3.a

Framework	Deliverables	Lead	Status	Timescale
4. Proportionate Risk				
4.a Through proper information asset management, ensure that information is owned, access is managed and information sharing processes are clearly understood and monitored. Maintain a register of information assets.	Confirm approach for management of the council's IAR (technology and processes)	VB	Project	2016-17 Q3 – 2017-18 Q1
	Assign IAOs and IAAs	VB	Project	2017-18 Q1-Q2
	Produce guidance for IAOs in how to define Information Assets and ensure the IAR is correctly populated (including communications plan, workshops and training)	VB	Project	2017-18 Q1-Q4
4.b Maintain an effective governance regime for information rights, information risk and security, enabling practical, risk-based decisions and articulating our appetite for information risk.	Review efficacy of information risk governance, including Security Forum, IMGGs and reporting processes. Revise ToRs and procedures as appropriate	JO / VB	BAU	2016-17 Q3-Q4
	Consider the council's appetite for information risk holistically	JO / VB	BAU	2019-20 Q1-Q3
4.c Maintain a proportionate approach to business continuity, supporting delivery units and partners to consider the availability and management of information in BC situations.	Revise business continuity strategy and documentation, considering the best way to communicate changes to delivery units and partners supporting their cycle of updates	JO / KS	BAU	2016-17 Q3-Q4
	Provision of workplace recovery plan and processes	JO / KS	BAU	2016-17 Q3-Q4

4.d Maintain the information sharing register and ensure, through work with IMGGs, Commercial and Procurement, that information sharing is appropriate, documented and auditable.	Produce simple guidance for delivery units and partners to identify all ISAs in place, and recognise where ISAs are missing	IMO	Project	2017-18 Q1
	Create timetable for delivery units and partners to complete a review of their ISAs / ISA gap analysis and communicate to all concerned	IMO	Project	2017-18 Q3
	Review procurement documentation to ensure need for ISA is appropriately communicated during contract initiation	IMO	Project	2017-18 Q1

Framework	Deliverables	Lead	Status	Timescale
5. Transparency and Open Data		**TOD**		
5.a Through collaborative work with delivery units and acting as facilitator, further develop the 'Open Barnet' portal to make more data available and create a library of council information, in order to empower residents and businesses to self-serve and engage with their local areas and council decision making.	Reformulate and reconvene Transparency & Open Data User Group			2016-17 Q3-Q4
	Update and enforce Transparency policies and processes			2016-17 Q3-Q4
5.b Engage with local residents, community groups, educational establishments, businesses and data specialists on the release of council information and data, and the use of this by these groups to encourage innovation and improve service delivery.	Develop and maintain external Communications Plan.			2016-17 Q3
	Collaborate with colleagues to organise workshops involving community groups and others			2017-18 Q1-Q2
	ODI membership and engagement			2016-17 Q3-Q4
5.c Develop ways to cooperate with neighbouring local authorities as well as the broader government and private sectors to innovate on the publication of data across	Develop and maintain external Comms Plan.			2016-17 Q3
	Continue contact with LGA networks			2016-17 Q3

				2016-17 Q3
shared services and partnership arrangements.	Develop links with WLA and neighbouring councils in order to establish a forum			
5.d Within the government standards for format of open data, push to publish data, where possible, as open data, aiming to achieve the 3 star transparency rating for the majority of data sets/published data, and 4 star rating where possible.	Update and enforce Transparency policies and processes with regard to standardised formats and schemas			2016-17 Q3-Q4
	Identify standard schemas through LGA			2016-17 Q3
	Obtain ODI certification for datasets			2017-18 Q1-Q2
5.e Maintain FOI performance in excess of 95%	Minimise receipt and processing of FOI requests through data publication (see 5.f)			Throughout strategy
5.f Aim to publish information that allows the council to answer 25% of FOI requests through information published on the Open Data portal. Seek to reduce the number of FOIs made by targeting specific request types for publication of data.	Publish all available Parking data and publicise through PCN process			2016-17 Q3-Q4
	Publish planning comments and objections on Planning Portal			2016-17 Q4 – 2017-18 Q1
	Quarterly review of FOI to identify frequently requested datasets			Throughout strategy
5.g Utilise and develop tools and innovative methods to improve the quality, accessibility and utility of our published data, incorporating where possible data visualisation and manipulation tools and advanced data formats.	Work with DataPress to implement bi.datapress system			Q1 2017-18 – Q4 2017-18
	Introduce visualisation interface (e.g. Tableau) to the Open Barnet portal			Q1 2017-18 – Q4 2017-18

Delivery	Deliverables	Lead	Status	Timescale
6. Information Management as a Service (IMaaS)				
6.a In order to continue to deliver a specialist and supportive service, create and implement a Service Catalogue for IM services, to include service level agreements (including target response times), performance indicators and	Service Catalogue, including SLAs	JO	Project	2016-17 Q4 – 2017-18 Q2

quality measures. Consider a model of allocating individual IM Officers to specific areas for a single point of entry into Information Management.				
6.b Consider a revenue model for defined 'value added' services, requested services not included in the service catalogue or for quicker target response times.	Report on possibility of revenue approach, which may led to business cases and further deliverables	JO	Project	2016-17 Q4 – 2017-18 Q2
6.c Maintain and develop strong links into delivery units through IMGGs and relevant boards in order to sustain a collaborative approach to information management and assurance.	*This is a BAU activity. Deliverables will be identified throughout this strategy as the outcomes of service delivery*			

Delivery	Deliverables	Lead	Status	Timescale
7. Shared Services		**JO / VB**	**Project**	**2018-19 Q1-Q4**
7.a Identify shared service opportunities for LBB to lead with other local authorities. Review of opportunities to include provision of off-site storage facilities (archives), Freedom of Information processes, Transparency services, Data Protection health checks and Complaints Maturity Model processes.	Shared Service Business Plan			
7.b When identified, produce business cases for the implementation of shared services and, if agreed, implement these models.	Business Cases			
7.c Use expertise of Commercial Team and partners to produce an effective and saleable offer for shared services.	Shared Service Business Plan			

Delivery	Deliverables	Lead	Status	Timescale
8. Commercial		**JO / VB**	**Project**	**2018-19 Q1-Q4**
8.a Work with Commercial and Commissioning to discover the potential for revenue IM services in current and future contracts.	Options appraisal Business cases to follow as appropriate			
8.b Work throughout the organisation to	Options appraisal as per 8.a			

discover opportunities for 'selling' IM services – such as the potential for assisting for example GP services, schools, housing associations and small businesses from Entrepreneurial Barnet.	If way forward approved, develop marketing and undertake resourcing.			
8.c Consider offering expertise to established partners for commercial benefit, such as IM related training.	Initial gap analysis of commercial opportunities with existing partners			

2016-17		2017-18				2018-19				2019-20			
Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar
Framework 1: Assurance and Management													
1a: Provision of advice, proactively and reactively													
						1b: IM Maturity							
1b: Complaints Maturity													
1b: DPA HC Model		1b: DPA Health Checks											
1c: Policies													
1d: Policy audit approach													
1d: Policy gov.													
1e: Policy summary approach													
1f: Reports		1f: CE check		1f: Contract gap analysis									
Framework 2: Commissioning Support													
		2a-2e: Commissioning support project											
Framework 3: Information Architecture													
3a: Business cases													
		3b: Guidance											
3c: Business cases													
	3d: Archive												
	3e: Paper												
				3e: Review paper									

2016-17		2017-18				2018-19				2019-20			
Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar
					reduction								
3F: Retention policy and procedures						3f: Review retention approach							
Framework 4: Proportionate Risk													
4a: IAR approach and tech													
		4a: Assign IAOs and IAAs											
		4a: IAO guidance											
4b: Information risk governance										4b: Information risk appetite			
4c: Revise BC strategy													
4c: Workplace recovery													
		4d: ISA guides		4d: ISA timetable									
		4d: ISA in contracts											
Framework 5: Transparency and Open Data													
5a: TOD group													
5a: Policy and process renewal													
5b: External comms plan		5b: Community workshops											
5b: ODI membership													
5c: LGA													

2016-17		2017-18				2018-19				2019-20			
Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 July-Sep	Q3 Oct-Dec	Q4 Jan-Mar
and WLA													
5d: Schema in policies													
5d: LGA schema		5d: ODI certification											
5e: Minimise receipt of FOI requests													
5f: Parking data													
	5f: Planning data												
		5g: bi.datapress system and introduce visualisation interface (e.g. Tableau) to the Open Barnet portal											
Framework 6: Information Management as a Service (IMaaS)													
	6a: Service catalogue												
	6b: Revenue approach												
Framework 7: Shared Services													
						7a/b/c: Shared Services business plan and business cases							
Framework 8: Commercial													
						8a: Options appraisal and business cases							
						8b: Options appraisal, marketing and resourcing							
						8c: Gap analysis							