

By: Chairman of IMG on Members Information
To: Selection & Members Services Committee – 8 October 2008
Subject: Report from the IMG on Member Information
Classification: Unrestricted

Summary: This report provides the report and recommendations on the work of the IMG on Members Information looking at processes and product.

Introduction

The IMG was created as a result of member dissatisfaction about the quality of information which they receive, particularly in relation to activities within their own electoral divisions. The Terms of Reference:

- To explore what facilities Members require (in terms of information processes and product) to enable each Member to discharge their role as a County Councillor;
- Exploring best practice elsewhere in the United Kingdom in information management; and
- To recommend to the Selection and Member Services Committee how County Council Policy can best be implemented, to ensure the Information Point is the focal point for Member Information.

are aimed at putting into effect the Council's resolution of 23rd March 2006 that:

'the Information Point (should) coordinate a Member Information Service across the County Council.'

The Information Point is a staffed office at Sessions House which *'Supports the business of the authority, individual Members, committees and the officers who support them - through the provision of library and information services'*.

Whilst the IMG was appointed on 10 October 2007, its work has been considerably delayed awaiting the outcome of consultancy work into the way KCC currently deals with Information Management; RSe Consulting reported to Project Sponsors (COG) at the beginning of July 2008 and was shared with IMG members on September 30th. Since October 2007 the IMG has visited other authorities, viewed alternative systems, interviewed officers from within ISG, initiated a member survey of information sources and preferred ways of receiving information, and held a member workshop to identify information needs on a future members' portal. (See Appendix F for work programme.)

Recommendations:

We recommend that:

R1. A Head of Information Management is appointed reporting to the Chief Executive. Prime duties of this post holder would be to ensure that information is managed as a corporate resource, that officers work as a coordinated network, and that IP staff and members receive in a timely and user friendly manner the information to which they are entitled in law and which they require to carry out their jobs. This is essential and should happen without delay.

R2. It is recommended that to address the complex nature of Member Information, a collaborative management board for the Information Point be set up - comprising a Member from each political party, a library manager and the Head of Democratic Services. Staff within the Information Point should ideally be dedicated posts, seconded into the Democratic Service Unit from Library and Information Services - to ensure the continuity of training and professional support links currently available from the Libraries Unit are maintained. Line Management should sit with the Head of Democratic Services, disputes being referred to the Head of Legal Services who is also the Monitoring Officer responsible for ensuring members rights to information are enforced.

A Service Level Agreement should also be put in place between the Chief Executive and the Libraries Service to ensure that:

- The public library catalogue can still be used to record all materials held at the Information Point and thus facilitating continued access to the catalogue from any pc with the Internet.**
- All library databases and subscriptions, currently used, can be accessed by the Information Point staff.**

R3. An urgent audit of staff engaged in Information Management across the authority be carried out, and duplication between them eliminated. RSe consultants have been asked to suggest how this could best be done in view of the varied responsibilities of officers.

R4. Time released, in eliminating duplication, is invested in increased analysis, archiving and proactive reporting of information to assist members.

R5. Members' induction should encompass the rights of members to information, and the services available at the Information Point in depth, and interviews with each member arranged. This should be reinforced by permanent displays in the Members Lounge.

R6 Consideration should be given to the purchase of a subscription to Factiva to help IP eliminate information overload.

R7. An information service for members should be available 7 days a week.

R8. Where researchers' work is heavily relied on in published reports, they should be named on the publication to recognise their contribution.

R9. A rolling programme of interviews with members should be arranged such that each member is contacted by Information Point every six months.

R10. An Information Protocol is prepared which sets out what information members require continuously 'on tap', and provides contact details for named individuals within the Directorates who are responsible for providing and updating it, and sets out how this fits in with the work of the Information Point.

R11. A Members focus group be set up to produce a list of information members require and to trial any IT system subsequently set up to deliver this to ensure the information system meets members needs. A preliminary list was produced by a Members Workshop and is reproduced at Appendix D.

R12. We believe such a system would be of value to colleagues in other Kent authorities and that a subscription service should be marketed.

R13. A Members portal is developed which provides:

- **all information as set out in the Information Protocol which will include the requests formulated initially by the Members Focus Group;**
- **an easy reference screen or 'dashboard' on which details of any County Council activities, events and projects being worked on in each County division are listed, with alerts to members when new items are added;**
- **where appropriate information should be available in map and list form, by development of Kent View if appropriate, to enable the easy comparison of data from a variety of sources;**
- **a current directory of officers names and contact details by function;**
- **the necessary links to information on how to set up and use the electronic tools in paragraph 3.8**

See appendix D for details

R14. Consideration should be given to enabling details of KCC (and partner) establishments to be entered onto Tom Tom or a similar guidance system.

R15. KNet be improved, particularly with regard to easy navigation, an improved search engine, and updating of information.

R16. An electronic alert be devised to remind officers when local members need to be consulted and informed.

R17. Member training should include research skills, and the use of electronic tools to enhance their effectiveness and information exchange with residents.

R18. All training sessions for members should be recorded, made available at any time via the portal, and generic training marketed to other interested bodies.

R19. The Kent Partnership Board be encouraged as a matter of urgency to progress work on sharing of information and use of compatible systems to facilitate this. If this were to be agreed, the partners would then also contribute to the Information Protocol described above at R7.

R20. This IMG or a successor body be charged with driving through the actions agreed from this report, and that quarterly reports are submitted to the Selection and Member Services Committee on progress.

Report on Member Information

1. Responsibility For Information Management.

1.1 **There is no single officer within KCC who is responsible for the Management of Information** held by KCC, or local and central Government information relevant to Members. A number of authorities have such an officer, variously titled as Head of Information, Head of Knowledge (Audit Commission) Head of Information and Knowledge Management (Leeds City Council), Head of Research and Innovation, Head of Information and Analysis, Knowledge and Learning Team (IDeA) etc.

Lee Hemsworth, Head of Information and Knowledge Management at Leeds City Council suggested that the title 'Head of Information' was too restrictive and the chosen title needed to reflect the ethos of information as corporate resource. We agree and have adopted the title "Head of Information Management".

There appear to be two main structures of Information Management adopted by councils wishing to coordinate activity into an efficient network. One option is to remove all staff engaged in gathering information from their Departments into a corporate unit under the Head of Information. The second option is to leave officers within departments but impose coordination through an Information Protocol or SLAs making it clear who does what. Having taken evidence from a number of witnesses in this field, this second structure is our preferred option because it creates a specialized information team, retaining departmental expertise and avoiding disruption of staff .

However, it will be essential that the Head of Information Management ensures corporate working, and in particular works with IP staff as part of that network to ensure members' needs are met .

It is crucial for the efficient flow of information to members that departments themselves are responsible for depositing and updating relevant information with IP, and on the members' future portal as a matter of routine. IP can then concentrate on responding to members queries, preparing updates on a daily and weekly basis on current issues, and using their skills to provide the additional signposting and analysis which greatly assists members in becoming well informed.

1.2 As mentioned at the beginning of this report, the Information Point has been identified as the primary Member Information resource. Currently, the Information Point officer sits physically within the Chief Executive's department. However, the service has been historically managed by the Libraries and Information Services unit within the Communities Directorate. This recognizes that IP staff are drawn from a team of 5 specialist Librarians who are also responsible for replying to all public queries for research.

Together with the lack of a Head of Information Management, this results in the **absence of a culture or system which places informing and consulting local members at the heart of decision making**. Members frequently complain that they discover events and projects taking place in their divisions far too late to inform or

consult with residents, and are therefore unable to improve policy and activity to suit local needs.

This is despite a reference within the constitution requiring officers to alert members, and reminders from the Director of Legal Services that they should do so.

We note that the CPA Inspection Report makes the following observations about lack of information to particularly non Cabinet members.

'In the Council's membership, better-supported and earlier engagement of opposition and backbench Councillors in decision-making and performance monitoring is needed, to build trust and openness and to ensure the views of all communities are fully heard before decisions are made.'

'Officers' capacity to support overview and scrutiny appears unusually small and can be a limiting factor in pre-decision debate. As a result opposition views are formulated and considered too late in the process to help the robust and inclusive development of policy and priorities.'

'Presentation of performance monitoring information to Councillors outside the Cabinet, while it has increased recently, remains unusually limited. Policy Overview Committees have in recent months taken on a six-monthly performance monitoring role, although their approach to and rigour in this is, so far, inconsistent. This is the only formal mechanism for presenting backbenchers within-year performance information. There is no electronic 'dashboard' or regular reports for backbench and senior opposition members to monitor areas of individual interest, or performance more generally. The ability of backbench and opposition Councillors to be alerted at an early stage to areas meriting scrutiny and challenge is therefore hampered. The new IT system will put the Council in a position to remedy this.'

'The Council provides good leadership on community safety and is innovative and creative but backbench Councillors and opposition leaders are not kept as well-informed as they need to be to be fully-engaged.'

1.3 There is no system of information and knowledge management which enables members or officers to identify research, documents and all staff within the authority who are working in the same area of interest, and thereby ensure they are working cooperatively. The IMG has frequently had to retrace its steps on discovering relevant information almost by accident (e.g. the discovery that an outside consultant on Information Management throughout the council was to be engaged, and the discovery that KCC had already purchased an IT programme known as Sharepoint used extensively by Westminster City Council to improve information to its members). There is no directory of staff identifying what they do. Quote from a senior member "It's almost impossible to find out within this authority who is working on what." We believe from evidence given to us by officers that they experience similar difficulties.

Guardian News & Media expects to help overcome this problem when they move to a single premises, by ensuring researchers all work at nearby desks, "otherwise you only find out somebody is working on the same area as you in the bike sheds or the cafe".

1.4 There is no identified officer with sufficient seniority and independence to ensure that information required by members is made available in a timely and user-friendly manner, and only withheld for proper reasons. Constant reference of disputes to the Director of Legal Services/Monitoring Officer is an inefficient use of his time.

The Library of the House of Commons overcomes this problem by virtue of its independence, outside of any government department, and its reputation for comprehensive, accurate and factual reporting to all Members of Parliament and the public. Rob Clements Director of Research told us “The Departments know that if we do not get the information we want, questions will be asked in very high places”.

Richard Nelsson, Head of Research at Guardian News & Media valued highly the responsibility of his unit directly to the Editor...”because that’s where the power is”.

1.5 There is no consistency of job description amongst departmental Information Officers. Some are limited to issues of Data Protection and Freedom of Information requests rather than the facilitating of information flows and analysis which is what is needed. No one was able to tell us how many staff in total are employed in information gathering.

Recommendations:

We recommend that:

R1. A head of Information Management is appointed reporting to the Chief Executive. Prime duties of this post holder would be to ensure that information is managed as a corporate resource, and working with IP staff and members to ensure that they receive in a timely and user friendly manner the information to which they are entitled in law and which they require to carry out their jobs. This is essential and should happen without delay.

R2. It is recommended that, to address the complex nature of Member Information, a collaborative management board for the Information Point be set up - comprising a Member from each political party, a library manager and the Head of Democratic Services. Staff within the Information Point should ideally be dedicated posts, seconded into the Democratic Services Unit from Library and Information Services - to ensure the continuity of training and professional support links currently available from the Libraries Unit are maintained. Line Management should sit with the Head of Democratic Services, disputes being referred to the Director of Legal Services who is also the Monitoring Officer responsible for ensuring members legal rights to information are enforced.

A Service Level Agreement should also be put in place between the Chief Executive and the Libraries Service to ensure that:

- **The public library catalogue can still be used to record all materials held at the Information Point and thus facilitating continued access to the catalogue from any pc with the Internet.**
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2. Members Survey

2. The Members Survey in *Appendix A* and the results of the members' survey are contained in *Appendix B*. The survey revealed that though many members use a wide variety of sources of information, they made a number of suggestions for improvement.

2.1 Members complained of too much information and duplication, saying that they often received the same information from several places including the IP, the press office, the departments and others. No one, however, was able to tell us how many KCC staff are employed in information gathering, or who was responsible for ensuring efficient working by removing duplication.

Westminster City Council have created an Information Protocol which sets out what information is required to be placed on the members database, and which officer within the relevant department is responsible for providing and updating it. The House of Commons Library has a protocol which identifies which documents and information should be placed in the Members Library (and therefore available electronically also) as a matter of routine.

Richard Nelsson said that great reliance was placed upon agencies which monitored information and filtered only relevant material to the Guardian researchers. An information filter service called Factiva was felt to be particularly useful both by Guardian News & Media and the House of Commons.

2.2 Members asked to be provided with more analysis of information so that

a) members could easily identify which items they wish to explore further and which can be discarded,

b) officers could provide not just the electronic link to further information but add value to it by explaining for example the contextual position, the contents, the importance of the information to the work of the council, or pointing to best practice elsewhere.

c) information reports on important long running issues could be prepared and updated eg new legislation, asylum seekers' position, house building projections in Kent, progress reports on LAA and Climate Change Targets etc to be archived for access at any time.

d) pro-active reports could be prepared on forthcoming issues eg new legislation, Care should be taken to ensure that this analytical work did not suffer the same problem of being repeated in several places in the authority.

Richard Nelsson of Guardian News & Media said the widespread use of internet meant researches were moving to adding value to information by providing analysis and contextual information, and they appreciated the recent policy to acknowledged their work with a by-line in the resulting newspaper article.

The House of Commons Library prepared scoping reports on issues about to be discussed, including summaries of information and views, and a range of press and other contextual information.

2.3 Some members were not aware of the range of services available to them through the IP. A summary of the services provided by Information Point are attached at *Appendix C*.

Staff at the House of Commons Library experienced the same problem, and addressed it by regular 1:1 visits to MPs and their support staff, often in their constituencies to explain what services were available to them.

2.4 Members suggested that individuals who are unable, or do not wish to use computer access to information need personal interviews to discuss how their information requirements can be met.

2.5 Members wish to be involved in the design of the members' portal to ensure it meets their needs.

Tower Hamlets created their Information System essentially to store all the latest existing information from a variety of sources in one place so that it could be retrieved and analysed easily and quickly. However comparatively low use of the system by members has suggested that a review is now needed of how far the system falls short of what members require. Westminster City Council set up two Member Focus Groups to consider the information needs of members and to trial the system as it was being created to ensure it met their needs. We were told these groups were crucial to the final success of the system.

We recommend that:

R3. An urgent audit of staff engaged in Information Management across the authority be carried out, and duplication between them eliminated. RSe consultants have been asked to suggest how this could best be done in view of the varied responsibilities of officers.

R4. Time released in eliminating duplication is invested in increased analysis, archiving and proactive reporting of information to assist members.

R5. Members' induction should encompass the rights of members to information, and the services available at the Information Point in depth, and interviews with each member arranged. This should be reinforced by permanent displays in the Members Lounge.

R6 Consideration should be given to the purchase of a subscription to Factiva to help IP eliminate information overload.

R7. Where researchers work is heavily relied on in published reports, they should be named on the publication to recognise their work.

R8. A rolling programme of interviews with members should be arranged such that each member is contacted by Information Point at least every six months.

This is particularly important for members who cannot or do not use electronic information sources.

R9. An Information Protocol is prepared which sets out what information members require continuously 'on tap', and provides contact details for named individuals within the Directorates who are responsible for providing and updating it, and sets out how this fits in with the work of the Information Point.

R10. A Members focus group be set up to produce a list of information members require and to trial any IT system subsequently set up to deliver this to ensure the information system meets members needs. A preliminary list was produced by a Members Workshop and is reproduced at Appendix D.

R11. We believe such a system would be of value to colleagues in other Kent authorities and that a subscription service should be marketed, or offered in exchange for information from partners

3. Information Technology

3.1 There has been much criticism from members of KNet and the www.kent.gov.uk website (to a lesser degree) with regard to the need for information to be easy to navigate, relevant, regularly up dated and equipped with an adequate search engine.

3.2 There is no method by which members can insert their electoral division or Postcodes and discover what KCC activity is going on within their area. Robin Harris of Tower Hamlets used the phrase 'one click councillor' to describe their aim to provide members with the information they need by only one mouse click on the portal.

3.3 Officers are not prompted by the system to alert local members when they are working on projects in which local members have an interest, despite the constitutional requirement to do so.

3.4 Seminars for members are provided regularly. They are expensive in officer time and attendance is often low due to members' commitments elsewhere, but no electronic record is made of these valuable sessions for use by members in their own time, or indeed sale to other authorities who are all expensively reinventing the wheel. Access to induction sessions and subsequent seminars would be of enormous value to members who join the county council at by-elections, or when members change their committee, Cabinet, Lead member, or Shadow responsibilities.

3.5 The current review of member training will result in a programme which is better focussed on members needs; research skills need to be part of this programme. Stephen Dale (IDeA) highlighted the move away from using search engines such as Google which are insensitive to the needs of the user, to more focussed social networks such as the [IDeA Communities of Practice](#).

Extract from the Idea Communities of Practice website.

This online community platform supports professional networking across local government and the public sector. It is a freely accessible space that enables knowledge development and sharing through online communities of practice and networks.

Registered members can join communities, create their own, connect with their peers and domain experts, arrange meetings, participate in forums, up-load documents and participate in conversations.

These networks link organisations and individuals with common needs and interests so that the pool of information and network of informants searched is more focussed and therefore more likely to produce better quality, more relevant responses which in turn contribute to the learning of the network. The Innovation Team at KCC developed a pilot of these networks as part of the [Kent Year of Innovation](#) and currently is the leading local authority in terms of membership and communities¹.

Members need training in these and other research skills.

3.6 Westminster City Council as a Unitary Authority has already made available to members a **wide range of information by map** and by written list, including demographic data, planning applications and their progress through the system, street lights and schedule of repairs, road repairs needed and scheduled, road closures, locations of schools, social service centres, bus stops, etc. In addition, the Police have provided crime statistics, and indicators of deprivation and health are also available on the same property based maps. Tower Hamlets have a similar system which enables members to search for information within any area for which they can choose the boundaries.

It is clear that members would benefit hugely from such a map based system which could provide a wide range of information on their divisions. Much of the information they require lies within the Environment and Regeneration Directorate who are currently working on improving the information available in Kent View (<http://extranet7.kent.gov.uk/kentview/>) We are surprised that this work had not been drawn to members attention for their input prior to development. Much work remains to be done, particularly in simplifying the system for easy navigation by members and the public, but it clearly forms the basis of what members need. The oblique aerial views may prove very helpful in allowing images of built development to be overlaid onto the 'real' landscape so the effect of the plan can be accurately gauged.

Richard Nelsson told us of work in Geo Mapping in the USA which would allow anyone to tell the computer where they were and receive in return all publicly available information on that area from crime statistics to best restaurants, and current events.

3.7 Some members complained of the **difficulty of locating KCC establishments when making site visits as a result of poor maps**.. We are aware that one company has agreed with TomTom a contract to download details of their establishments onto employee TomTom screens, and believe that downloading the location of KCC establishments would be of great practical value to members and all employees of the county council and its partners.

¹ Contact innovation@kent.gov.uk for the evaluation and proposed strategy

3.8 We understand that the **Kent Partnership Board has discussed in principle the sharing of information between the partners through a common portal**. It seems to us that this is an essential development where increasingly the Council as a whole and individual members will be achieving outcomes for their divisions through partnerships and pooled budgets of other Kent based bodies. We understand that the cost of such a shared database might be between £500,000 and £1.5 million. However, sharing this cost between the partners would both reduce the cost to each member of providing their own dedicated system, and eliminate the possibility of using incompatible systems. Where partners share information the principle becomes *'input once, use many times'*, the possibility of errors should be reduced, and systems should enable automatic updating, Lee Hemsworth said that for Leeds City Council "the aim was to have a single version of the truth".

(Membership of Kent Partnership Board is available at *Appendix E*).

Tower Hamlets Council set up their system driven by the requirement of their LAA partners to have access to one another's information. This included the London Assembly, Police and CDRPs, Fire Service, Health including GP practices, Housing Associations. Voluntary Organisations and the FE Sector. The system initially focussed on the Performance Indicators to be delivered by the LAA, and information can be searched by reference to the five corporate priorities of the council. Robin Harris reported that the sharing of information also brought the partners closer together and encouraged corporate working; health organisations in particular were pleased to have access to council social and demographic information to enable them to target campaigns effectively. The results of consultations and survey work by any of the partners is shared and the Council wants to develop real time tracking of activity by the partners eg to measure whether health campaigns are being reflected by a change in the pattern of visits to GP practices.

Warwickshire have created the Warwickshire Observatory bringing together information from the County Council, District Councils, PCTs, Police, and Birmingham City Council).

3.9 North East Connects, a consortium of public bodies in the North East, have undertaken a study in **how the use of technology can enhance the role and effectiveness of councillors**. By working through a series of councillors' scenarios a grid of suggested helpful 'tools' has been produced on their website. It promotes training for councillors in the use of the following technologies;-

Casework Management systems

E mail lists and archives

Electronic surveys, polls and consultations

Electronic newsletters

Electronic petitions

Interactive maps with GPS site location of faults. On line discussion forums, blogs and community and personal websites

On line surgeries

RSS feeds to filter information from other websites accompanied by an alert system.

Sharepoint programme to facilitate cooperative working on a single document.

Social networking sites such as Facebook and Myspace

Mobile devices such as blackberries, with cameras and GPS location so that photographs of faults and their precise location can be easily transmitted to officers, and map navigation systems accompanied by KCC points of interest programme (see 3.7 above).Video conferencing

We recommend that:

R12. A Members portal is developed which provides:

- all information as set out in the Information Protocol which will include the requests formulated initially by the Members Focus Group;
- an easy reference screen or 'dashboard' on which details of any County Council activities, events and projects being worked on in each County division are listed, with alerts to members when new items are added;
- where appropriate information should be available in map and list form, by development of Kent View if appropriate, to enable the easy comparison of data from a variety of sources;
- a current directory of officers names and contact details by function;
- the necessary links to information on how to set up and use the electronic tools in 3.8 above.

See Appendix D for details.

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R14. Knet be improved particularly with regard to easy navigation, an improved search engine, and updating of information.

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R18. The Kent Partnership Board be encouraged as a matter of urgency to progress work on sharing of information and use of compatible systems to facilitate this. If this were to be agreed, the partners would then also contribute to the Information Protocol described above at R7.

R19. This IMG or a successor body be charged with driving through the actions agreed from this report, and that quarterly reports are submitted to the Selection and Member Services Committee on progress.

RSe Consultancy Report

The RSe Consultancy report “Knowledge and Information Management Review“ has been received by the County Council and makes the seven top priority recommendations;

- (1) Match information gathering and analysis resources to prioritised need.*
- (2) Set information gathering, approval and storage processes*
- (3) Create council wide map of all information management elements.*
- (4) Improve KNET (search function/information quality)*
- (5) Appoint a single corporate Information champion*
- (6) Promote information provision services*
- (7) Enhance Information Management training.*

Recommendation 4 and 5 agree with our own, and much of the text of the document reflects the views of members.

The full list of 31 Options for Improvement is attached at Appendix G.

Accessing Democracy; Select Committee Report

There are a number of recommendations from the IMG on Accessing Democracy which relate to Member Information which we support and they are as follows;-

R8: KCC should provide subtitles and British Sign Language option on all DVDs produced.

R9:

- a) Elected members should have a hard copy summary of all the planned KCC consultations.*
- b) Information regarding consultations and the need to inform and involve elected members needs to be highlighted and included within future plans to develop a discreet section of information for members on the web and clear commitments reflected within the Consultation and Engagement Strategy.*
- c) Information on consultations should include note on method of engagement to be used.*

R10:

- a) Facilities for video conferencing should be utilized, maximizing opportunities in Kent with KCC and partners.*
- b) Elected members should be supported in using this service through current resources, training and support mechanisms.*

R11:

- a) *Need effective promotion of E-consultation and decision making to raise profile and encourage local people to have their say and voices heard.*
- b) *All engagement activities and weblinks should be brought under easily recognisable umbrella and portal e.g. 'Ask Kent' , to ensure two way interactive communication.*
- c) *Facilities for blogs, emails, online surgeries, plus training and support should be available for elected members.*

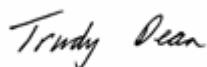
Name: **MEMBER INFORMATION NEEDS SURVEY**

Dear Member,

The Informal Member Group (IMG) on Information are undertaking an Information Needs survey. The aims are to:

- Ask Members what their information needs are;
- Gain an idea of the ways in which individuals currently access information – documents, websites, research etc.

Please return to Paul Wickenden c/o The Information Point.



Trudy Dean



John Davies



Ray Parker

1. The Information Point, which is based in Sessions, supports the business of the authority, individual Members, committees and the officers who support them through the provision of library and information services.

The following services are currently available via the Information Point (tick appropriate boxes)	Which are you aware of?	Already use	Don't use	would use
Face-to face and remote enquiry answering/ desk research				
Weekly Member Information Bulletin (MIB)				
Daily Digest				
Document supply (e.g. Government reports)				
Selection of hard copy publications				

and periodicals				
Selection of electronic resources				
Hot desk computers/printer/scanner/fax/photocopier				
Signposting to other KCC and external information providers				

2. How do you source your information?

Source:	Use: (Yes/No) – if 'no' go to column 2	If 'no' would you like to access: (Yes/No)	Preferred format: (Electronic/Pap er) (E) (P)	Usefulness rating: (1: useless – 10: excellent)
LGA information				
Local Government periodicals				
From your national Political party				
KCC Committee correspondence				
The Information Point				

Source:	Use: (Yes/No) – if 'no' go to column 2	If 'no' would you like to access: (Yes/No)	Preferred format: (Electronic/Pap er) (E) (P)	Usefulness rating: (1: useless – 10: excellent)
Directorates (bulletins, reports, briefs)				
Press office (cuttings, daily				

headlines)				
Staff Officers				
Other; specify:				

3. What type of additional information would you like to be able to access? (For example, something you have used in a different role, internal or external).

4. Which particular areas of policy are you interested in?

Environment	<input style="width: 100%; height: 20px;" type="checkbox"/>	Planning	<input style="width: 100%; height: 20px;" type="checkbox"/>	Social Care	<input style="width: 100%; height: 20px;" type="checkbox"/>	Education	<input style="width: 100%; height: 20px;" type="checkbox"/>	Health	<input style="width: 100%; height: 20px;" type="checkbox"/>
Regeneration	<input style="width: 100%; height: 20px;" type="checkbox"/>	Children & Family	<input style="width: 100%; height: 20px;" type="checkbox"/>	Culture	<input style="width: 100%; height: 20px;" type="checkbox"/>	Tourism	<input style="width: 100%; height: 20px;" type="checkbox"/>	Transport	<input style="width: 100%; height: 20px;" type="checkbox"/>
Other	<hr style="border: 0; border-top: 1px solid black; margin-top: 10px;"/>								

5. Do you currently use:

The Knet (KCC Intranet)	The KCC website (www.kent.gov.uk)
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Daily	Weekly	Monthly	Less
<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>
<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>

Daily	Weekly	Monthly	Less
<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>
<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>	<input style="width: 100%; height: 20px;" type="checkbox"/>

Too difficult to use		Too difficult to use	
I cannot access it		I cannot access it	
Nothing of interest for me		Nothing of interest for me	
Other; specify		Other; specify	

6. What further help do you need? e.g. IT training; access to resources available in a previous role (which); more analysis; how to use KNet/KCC website; awareness of available resources (paper and electronic) ...

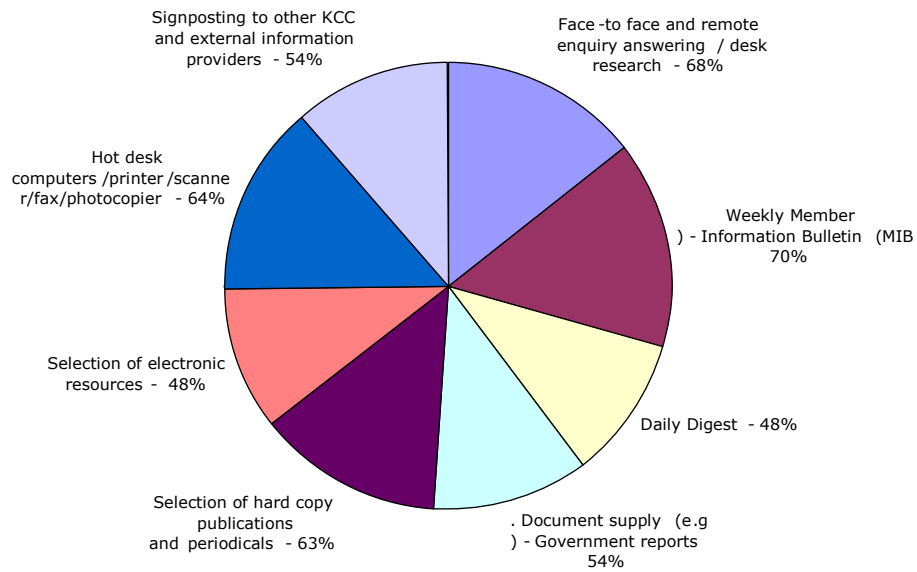
Members Information Survey Analysis & Results (May 2008):

Analysis of the data from the 56 returned questionnaires indicates awareness of the information resources on offer and the role and activities of the Information Point are not fully understood

1. *The Information Point, which is based in Sessions, supports the business of the authority, individual Members, committees and the officers who support them through the provision of library and information services.*

The following services are currently available via the Information Point	Which are you aware of? %	Already use %	Don't use %	Would use %
Face-to face and remote enquiry answering/ desk research	67.86	55.36	17.86	12.50
Weekly Member Information Bulletin (MIB)	69.64	82.14	12.50	5.36
Daily Digest	48.21	39.29	28.57	14.29
Document supply (e.g. Government reports)	53.57	42.86	26.79	19.64
Selection of hard copy publications and periodicals	62.50	50.00	25.00	12.50
Selection of electronic resources	48.21	33.93	19.64	19.64
Hot Desk computers/printer/scanner/fax/ photocopier	64.29	41.07	35.71	7.14
Signposting to other KCC and external information providers	53.57	37.50	26.79	19.64

Which Information Point services are you aware of?



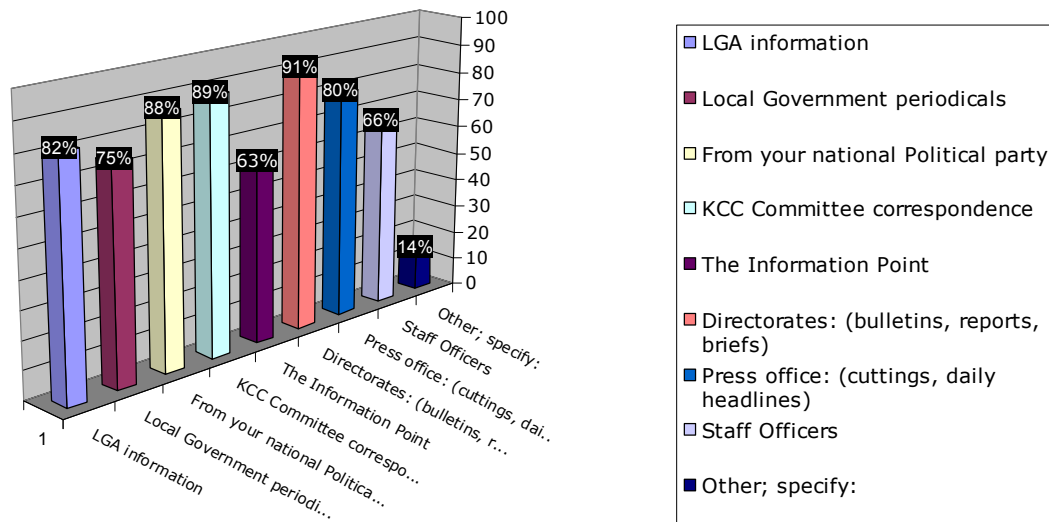
A high number of the people who are aware of the services provided by The information Point use them already or would use them.

However a significant number of people do not use the service pointing to a lack of awareness of the range and nature of the services available.

2. How do you source your information?

Source:	Use: (Yes/No*) (* if 'no' go to column 2)		If 'no' would you like to access (%):		Preferred format: Electronic (E) / Paper (P) (%):		Average response: Usefulness rating: (1: useless – 10: excellent)
	Yes (%)	No (%)	Yes (%)	No (%)	E (%)	P (%)	
LGA information	82	9	5	2	38	27	6
Local Government periodicals	75	13	2	5	18	38	6
From your national Political party	88	5	4	2	43	21	7
KCC Committee correspondence	89	5	5	2	32	41	7
The Information Point	63	13	7	7	30	25	7
Directorates: (bulletins, reports, briefs)	91	4	5	0	39	36	7
Press office: (cuttings, daily headlines)	80	13	11	2	34	36	7
Staff Officers	66	7	5	0	30	20	8
Other:	14	0	0	0	4	9	8

How do you source your information?



Members use a wide range of sources of information with that received from Directorate being the most common. Although The Information Point is currently the least used of the sources listed, satisfaction is proportionately high.

Additional sources of information mentioned include the media (newspapers, radio, TV), the Internet, professional publications, MP/parish/district, individual KCC officers and member portfolio information.

There is no clear preference for either paper or electronic with both formats garnering similar amount of votes.

3. *What type of additional information would you like to be able to access? (For example, something you have used in a different role, internal or external).*

A large amount of people did not fill this section. Those who did asked for agendas and minutes of meetings, specific statistics/ data and reports, information relevant to their division.

Several people complained about receiving large amounts of irrelevant materials and requested information in a more concise format.

4. Which particular areas of policy are you interested in?

Environment	68%	Planning	64%
Social Care	55%	Education	63%
Health	50%	Regeneration	66%
Children & Family	55%	Culture	45%
Tourism	48%	Transport	75%

5. Do you currently use?

The KNet (KCC Intranet)				The KCC website	www.kent.gov.uk		
Daily	Weekly	Monthly	Less	Daily	Weekly	Monthly	Less
16%	21%	11%	28.57%	21%	36%	6%	13%
Too difficult to use	7.14%			Too difficult to use	5.4%		
I cannot access it	7.14%			I cannot access it	0%		
Nothing of interest for me	1.79%			Nothing of interest for me	4%		

The KCC website is better used than the KNet but overall both media are still underused possibly due to lack of awareness of the information contained within and how to access it.

6. *What further help do you need? e.g. IT training; access to resources available in a previous role (which); more analysis; how to use KNet/KCC website; awareness of available resources (paper and electronic).*

IT training (from basic 'crib sheets' to specific applications e.g. PowerPoint). There also were requests for training relating to facilitation, leadership, time management and admin support.

The Information Point

'Supports *the business of the authority, individual Members, committees and the officers who support them - through the provision of library and information services*'.

Services

The service currently offers:

- **Remote and face-to-face enquiry answering.** The majority can be answered at point of contact, within at least 48hrs - or by negotiation.

The enquiry point is available Monday to Friday 9am-5pm; extended remotely until 6pm and on Saturdays 9am – 5pm via *Ask a Kent Librarian*, the sister general public service based at Springfield.

- **Current Awareness monitoring** (for example - *Local Government and Public Involvement in Health Bill*) - which includes e-mail Bulletins.

- Periodicals (hardcopy & electronic) & newspapers.
- Selection of quick reference, reports and statistical data.
- Document supply - i.e. Government Reports.
- Material researching and purchasing service
- Signposting to other KCC providers of information
- Hot-desk PCs and study space.
- The service also manages the Legal Services collections.

- **Access to Kent library resources** (print and electronic) - including:

- Over 2 million books
- UK and European legislation
- Market research
- Company information (inc. searches)

- Access to electronic subscriptions from your desktop at: <http://www.kent.gov.uk/onlinelibrary>. This includes texts such as 'Who's Who', newspaper articles and Information on subjects such as business or health from commercial databases or tried and tested free-web sources.

Information Flows:

Current awareness email 'bulletins'.

The Information Point compiles and disseminates current awareness bulletins on a daily and weekly basis. It can also monitor and alert you on specific subject areas.

A **Digest** is produced on a daily basis. This is similar to the news sheet that the House of Commons Library produces. It includes government and national press releases, recent publications and parliamentary monitoring (Hansard).

- **The Member Information Bulletin (MIB)** - is produced weekly and is a synopsis of selected government and national press releases, recent publications, parliamentary monitoring and other information relevant to local government. It also contains KCC Member Decisions.

They currently also produce versions of the MIB for the *NHS Overview & Scrutiny Committee*, the Communities Directorate, one for the Press and one for the Kent Partnership.

Internal Bulletins/Alerts

In addition there are various **Internal Bulletins/Alerts** produced by different units within Directorates.

1. **Children, Families and Education (CFE)** produces a current awareness sheet that is loaded onto the Education Cluster Web.

2. **Communities** have a 'bulletin' compiled and distributed by the Information Point.

3. **Corporate Communication** distributes a *National News Headlines* bulletin twice daily and a hard copy press cuttings service.

4. The **Environment and Regeneration Analysis & Information Team (AIT)** produces Bulletins on seven main topics:

- | | |
|--------------------------------------|-----------------|
| 1. 2001 Census | 2. Population |
| 3. The Economy and the Labour market | 4. Deprivation |
| 5. Retail and Town Centres | 6. Housing Land |
| 7. Employment Land Use | |

5. **The Social Services Library and Research Centre** produces several different 'Bulletins'.

Information Requested on the Members' Portal

1. One click dashboard which would show each member KCC/local authority activity in their division.
2. Directories of contact details searchable by function, name, or special responsibility of
 - a) KCC officers
 - b) KCC Members
 - c) Kent Borough/Districts
 - d) Kent Partnership Board and each partner ie Police, Fire, Health, Chambers of Commerce, and Federation of Small Businesses. (See Appendix E for full list)
3. Diary of KCC events, including meetings, site visits, and ceremonies with links to details.
4. Interactive maps showing
 - a) political boundaries Parish/ Borough/County
 - b) highway works, road repairs, road closures, street lights with dates for scheduled repairs/closures
 - c) Data on social deprivation, crime, health statistics
 - d) Mosaic data
 - e) Public Rights of Way
 - f) Public Transport routes with links to timetables.
 - g) Public Buildings including offices of all public service authorities.
5. Links to frameworks to set up electronic petitions, polls, surveys, and consultations.
6. Casework Manager System
7. Press Releases as soon as published.
8. Agendas, minutes from Modern Government system.

9. Forward Plan and all Key Decisions' programme with progress documented for each

10. Planning Applications received by KCC and Kent Borough/District and progress through the system, with alert for new entries.

11. Policy Documents.

12 Budget, Medium Term Plan, and Capital Plan with progress recorded.

The following is a collated grid showing suggestions made by members at the Focus Group Workshop Meeting.

	Suggestion	
	Source	
Directorate	3 Member Groups	All Members of Focus Group
KASS	"What services for over 60s are available e.g. Libraries, Leisure Centres, Adult Education"	
	"Numbers of Carers registered with KCC by division"	
	"Links to Care Services websites"	
	"Current data for Telehealth and TeleCare by division. Users"	
	"Dr's facilities clinics"	Any specialist services at GPs' surgeries
	"Information on direct payments"	What is the take up? And how many people are continuing to use it?
	"Downloadable application forms"	Single source for all Councils' forms
	"Local information on Social Services Officers"	Contact details
	"Population Stats Age range etc"	Population profile and statistics, age gender, ethnicity etc
	"Details of those waiting for rehab Coming from hospital"	Waiting lists for rehabilitation, Rehabilitation centre locations, Bed blocking statistics
	"Sheltered housing complexes with info on Wardens by KCC/Borough Ward"	
	Local Care homes by KCC Division + Information on vacancies	Inspectorate report access by link to Online Care Services Directory

		Registry Offices, Undertakers. Advice on Probate. Links to Direct Gov
CMY	"Trading Standards - animal cruelty, counterfeit goods, abuse of Licensing Laws, weights and measures"	
	"Where are all the facilities run by 'Communities' [the Directorate]"	
	""Communities" [real people] Events/ Happenings in District"	Individual clubs and societies (Information from Local Library, Parish Council or Mayor's PA)
	"Courses at Adult Education"	Which courses at each different centre
	"List Community Warden by name + boundaries. Beat Police Officer, PCSO"	Contact details
	"Voluntary Sector Links"	
	A family tree type diagram was drawn on the sheet indicating the responsibility of various officers for certain things	Areas of Officers' responsibility. Links to proposed Directory by Function
E&R	""Vision" for Kent / 2010 / overarching policies"	
	"Consultations planned through the year, timings, purpose, etc. cut off dates"	
	"Changes to Legislation which may affect the users"	
	""News" current updated wkly	
	"Any planned/unplanned changes in service"	Emergencies
	"Access (DIRECT) to officer who will reply to me in proscribed agreed time"	
	"Linkage (With all appropriate policies) - Local Transport Plan, Waste framework, sewage, etc. Environment strategy/Local plan/SE/ + CLEAR POLICIES on planning	
	Regeneration - Linkage with other Depts .. ie soft issues LSP	

	Members access to mosaic and GIS mapping Division demographics	
		Holistic' - Information from Councils at different levels
		Detailed road works information ahead of time. Projected duration, who is responsible, the purpose of the road works, access to archives showing history of road works in a particular area
		Street lighting information, Records of which are broken and the average repair time. EDF Problems?
		Flooding and flood defences to help with planning applications
		Electronic versions of road signs
		E&R's plans for that area, progress reports on major highways projects (daily updates?)
		Links with select committees
CFE	"Grammar School numbers"	
	"Public Schools"	
	"Schools Performance"	
	"Demographics [Socio/Economic]"	
	"Routes to school?"	including taxi routes
	"PAG items"	What has been approved? What is the progress?
	"Cap programme and BSF"	
	"SEN and EWO data?"	
	"Pre school & Nursery provision data sets"	
		Contact details of Head teacher, Secretary and Chairman of Governors,
		Admissions criteria
		Education Support staff
		List of professionals who support each school
		Extended school provision
		After-school clubs
		Youth services attached to schools

		FAQs for new members - problem-solving
		MPs, MEPs Mayors, Leaders of Councils, Committee members
		Legislation and the way it affects Kent
-	-	Planning applications

Appendix E

Kent Partnership

The Kent Partnership is made up of representatives from the public, private, voluntary and community sector:

- Graham Badman, Managing Director, Children, Families, Health and Education Kent County Council
- Ann Barnes, Chairperson, Kent Police Authority
- Andrew Bowles, Leader, Swale Borough Council
- Roy Bullock, Leader, Tunbridge Wells Borough Council
- Jim Cameron, Group IT Director, Saga
- Rob Cameron, Natural England
- Paul Carter, Leader, Kent County Council
- Paul Clokie, Leader, Ashford Borough Council / Ashford LSP
- Barry Clout, Kent Council for Voluntary Youth Services
- Roger De Haan, Chairman, Creative Foundation
- Dr Annette Doherty, Senior Vice President, Pfizer
- Bill Feeley, Deputy Chief Fire Officer, Kent & Medway Fire & Rescue
- Michael Fuller, Chief Constable, Kent Police
- Graham Galpin, Director, Kent Invicta Chamber of Commerce
- Christopher Garland, Leader, Maidstone Borough Council
- Peter Gilroy, Chief Executive, Kent County Council
- Bob Goldfied, Chief Executive, Port of Dover
- Professor Julia Goodfellow, Vice Chancellor, University of Kent
- Charlie Hendry, Chief Fire Officer, Kent Fire and Rescue Service
- Roger House, Regional Chairman, Federation of Small Businesses

- Sarah Kennett, Job Centre Plus
- Megan McKibbin, Executive Director, Kent Economic Board
- Brendan O' Connor, Interim Representative West Kent Primary Care Trust
- Sir Graeme Odgers, Chairman, Kent Economic Board
- Meradin Peachey, Director of Public Health, Kent County Council
- Andrew Pearce, Area Director, Kent & East Sussex
- Steve Phoenix, Chief Executive, West Kent Primary Care Trust
- Susan Priest, Area Director, for Kent and Medway, South East England Development Agency
- Robyn Pyle, Director, Land Securities Development
- Leyland Ridings, Cabinet Member for Children, Families & Educational; Standards, Kent County Council
- Dev Sharma, Kent Director, North West Kent Racial Equality Council
- Caroline Shaw, Voluntary Action, West Kent
- David Smith, Area Director, Kent Learning & Skills Council
- Mike Snelling, Leader, Gravesham Borough Council / Thames Gateway Kent Partnership
- Colin Tomson, Chairman, Eastern and Coastal Kent Primary Care Trust
- Bishop Stephen Venner, Bishop in Canterbury / Churches Together in Kent
- Paul Watkins, Leader, Dover District Council / East Kent Partnership
- Sheila Wheeler, Chief Executive, Tunbridge Wells Borough Council
- Nigel Whitburn, Kent Association of Local Councils
- Yvonne Wilson, LSP Manager, Medway Council
- Di Wooloff, Area Lead for Kent & Medway, GOSE
- Sir Robert Worcester, Founder, MORI and Chancellor, University of Kent

The members of the IMG are grateful to the following people who gave evidence to us.

Officers of the Kent County Council

Kent Connects & ISG, Peter Welsh, Head of Analysis and Information

Kent View, Alan Lloyd, GIS Manager

External witnesses

House of Commons Library

- Dora Clark – Head of Reference Services Section
- John Prince – Head of Reference Room
- Rob Clements, Director of Research
- Edward Wood, Director of Information Management
- Bob Twigger, Director of Information Services for Members
- Keith Parry, Senior Library Clerk, Parliament & Constitution Centre
- Brigitte Onyskiw, Executive Assistant to the Librarian House of Commons Library

Westminster City Council (Unitary Authority)

- Rachel Brown – Web Editor Corporate Information Sites
- John Dimmer – Head of Policy

Sunderland City Council

- Jon Covery, North East Connects

London Borough of Tower Hamlets

- Robin Harris, This Borough Manager

Guardian News & Media

- Richard Nelsson, Head of Research

RSe Consultancy Report - The full list of 31 Options for Improvement

The table below sets out the full list of improvement options which were chosen to resolve each detailed issue found during the as-is analysis:

Option	Explanation	Where it fits into the framework
Set processes for communicating new research and existing information sources throughout Council	To avoid duplication of research and 're-inventing the wheel' at the start of each new project we recommend that all research and information sources are advertised across KCC and added to a Kent-wide directory. New communication processes for this information will need to be set up.	Information enabler – processes, rules and protocols
Create a rigorous process for prioritising individual's need for information e.g. gatekeeping process by simple template - matching info gathering resource to prioritised need	Rather than providing information as and when requested, we recommend establishing a gatekeeping process that prioritises need through a simple template which ensures those wanting the information have really thought about exactly what they want and why. Resources required to gather and present the information would be matched and prioritised according to assessed need.	Information enabler – processes, rules and protocols
Review the current approval processes for distinct groups of data and set new processes accordingly	Getting new data approved as fit for purpose can be a lengthy process (i.e. rubber stamp of approval that it is robust and reliable). A review of the current approval routes would help to establish the data types that require a more rigorous assessment approach and those more suitable for a lighter touch process.	Information enabler – processes, rules and protocols
Set comprehensive rules, policies and protocols on information sharing between	Information is not easily shared between the appropriate people, particularly across directorates and partnerships. Increasing awareness of existing information sharing protocols (e.g. the 3 tier model protocols on Vulnerable Adults) and establishing	Information enabler – processes,

Option	Explanation	Where it fits into the framework
partner service providers	protocols where gaps exist would improve information sharing and make clear when it is appropriate and how it should be done.	rules and protocols
Set clear audit processes for information held on K/net	Some of the information held on K/net is out-of-date. Setting auditing processes would ensure it is regularly updated and contains only correct and relevant information.	Information enabler – processes, rules and protocols
Set processes and timelines for information gathering and ensure this has senior level drive	Information gathering can be a lengthy and laborious task as there is much reliance on a number of people feeding into the process. Setting and ensuring adherence to clear processes and timelines for information gathering would mean that it is done with the set timeframe and then there is sufficient time to analyse it.	Information enabler – processes, rules and protocols
Ensure each research requirement is assessed through the research governance process	Although a sound research governance process exists, not all research projects are currently going through it, resulting in duplication. Embedding this process throughout the Council would remove this and also ensure that research capacity was better matched to demand as demand is better understood.	Information enabler – processes, rules and protocols
Use an alert system to notify relevant stakeholders when policy has been created or changed	To make sure all relevant stakeholders feed into policy development and also sign off a finished policy a Policy alert systems could be used – similar to Brent's 'Policy Matters'. It also ensures that stakeholders are abreast of the current state of play and it also prompts users to use the most up to date version.	Information enabler – ICT systems
Improve the search functions for K/net	K/net can be difficult to use and the search function is not always very intuitive or effective (difficult to search for specific information even when you know what you are looking for). Improving the search functions and information-tagging would reduce this	Information enabler – ICT systems

Option	Explanation	Where it fits into the framework
	problem.	
Review cross council potential of Kent View e.g. potential to add more content, provide more functionality	A review of Kent View would establish the potential value for this across the council and what the potential cost implications are. More funding would enable A&I to improve its content and functionality. The information held by the E&R directorate is useful throughout Kent and Kent View can provide wider access to this info.	Information enabler – ICT systems
Promote and add information to portals such as Public Health Observatory and Kent Trust Web that are accessible by all staff and partners	Putting more relevant information on portals such as Public Health Observatory or Kent Trust Web allows better cross-directorate sharing of information as access problems of getting onto the directorate servers are avoided.	Information enabler – ICT systems
Review use and implementation of an Enterprise EDRMS	An Enterprise Electronic Document & Record Management System (EDRMS) would improve document and record management across KCC which currently is perceived as a key area of potential development.	Information enabler – ICT systems
Create a Kent-wide map or directory of individuals responsible for different information, with a description of the information content and any live research	It is not currently known who holds different types of information and what new research is being conducted – a single Council-wide picture located on the intranet would help to clearly establish this and reduce the time taken and frustration of seeking out the right person.	Information enabler - people
Map the operational and strategic responsibilities for information policy &	To clearly establish gaps in information policy and governance, such as for Freedom of Information, Data Protection and data quality, we recommend mapping current policies and people according to the mapping structure contained in the appendix of the	Information enabler -

Option	Explanation	Where it fits into the framework
governance throughout KCC (not who holds the info but who is responsible for how the info can be used/shared e.g. FOI implications/data protection)	report. This will ensure both officers and members are clear about to whom they go if they have a query and enable them to find out what the relevant policy is quickly and easily.	people
Enhance information and knowledge management training with good practice component	KCC could design and roll out a training programme across the authority that goes beyond the single day IG training to include broader information management good practice. Increasing awareness and capabilities will mean a more consistent and effective use of information management.	Information enabler - people
Make information and knowledge management training compulsory for all staff	Information governance training is not compulsory and consequently not all staff attend. Making the training compulsory would help to ensure all officers have the same understanding of the importance of information governance and be a good communication channel for the new changes made as a result of this review.	Information enabler - people
Promote TIP as a information service for Members and Officers	The Information Point (TIP) is the library resource that offers an enquiry service as well as amalgamating interesting and business relevant local and national stories, new research and council decisions/events into periodic bulletins. It is still seen primarily as a service for Members but it can also be a valuable resource for officers. Greater communication of its services would help raise awareness.	Information enabler - people
Add video-conferencing, web-casting facilities for information sharing seminars	Wider use can be made of the current seminars on information management. These are expensive to hold (cost of senior people's time) and often contain useful information so making this information available online would allow more people to view these sessions, and at a later date.	Information function - access
Add all policies and procedures to a central,	Staff at KCC sometimes struggle to find up-to-date policy and procedure information. The creation of a central searchable policy database of policies with key stakeholders,	Information function -

Option	Explanation	Where it fits into the framework
searchable database with details of key stakeholders, date of sign off and identifying tag for search facility	date of sign off and identifying tag, and that is regularly updated would resolve this issue. This information could be stored on K/net if its search functions were improved.	storage
Put more resource into corporate record management and communicate it as a corporate priority	There is currently little resource dedicated to record management. We recommend that for an organisation the size of Kent, more resource should be assigned to this role to improve storage practices across the Council. Effective records management can generate quick wins and once the culture is embedded it can run at the reduced resource allocation again.	Information function - storage
Review storage databases and set processes to streamline accordingly, particularly within directorates	The proliferation of storage databases makes it hard to know what information exists and to share it across KCC. A review of these databases would establish where distinct databases are required and where they can be streamlined. This work has already started and staff are being encouraged not to store information on personal drives or in emails but storage remains a key development area across KCC.	Information function - storage
Review directorates' use of consultation databases and establish council wide process to use corporate consultation database	A specific example of the duplication in use of databases is for consultations. Each directorate has their own database despite the existence of a corporate database leading to duplication of entries and unsynchronised consultations. Putting all the information in one database would allow access to a fuller picture of citizen's views therefore the current use of consultation databases needs to be reviewed.	Information function - storage
Create a rigorous process for prioritising individual's need for analysis e.g. gatekeeping process by simple template - matching analytical	Rather than providing analysis as and when requested, we recommend establishing a gatekeeping process that prioritises need through a simple template which ensures those wanting different types of analysis have really thought about exactly what they want and why. Scarce analytical resources would be matched and prioritised according to this assessed need. This analysis assessment could occur at various levels,	Information function - analysis

Option	Explanation	Where it fits into the framework
resource to prioritised need	e.g. during business unit operating planning, or when requesting ad-hoc analysis	
Promote A&I as a corporate resource, not specific to E&R (or make clear the access and use of A&I for other directorates) and give the team the authority to stop duplicated work	The high demand for analysis could be partly met through greater use of the Analysis & Information (A&I) team which currently sits in E&R but is being used throughout the Council thought not as consistently or transparently as it could be. We recommend either making A&I a corporate resource or to make clear the access and use of A&I for other directorates - again need to establish processes to ensure that the A&I team work on corporate priority analytical needs.	Information function - analysis
Review source use to identify defaults for Kent or directorate-specific defaults where necessary	A definitive easy to use and widely accessible Kent-wide list of information sources for different information gathering tasks would reduce the number of different sources used for the same tasks and increase confidence in the findings.	Information function - use
Map the information needs across the council to create an evidence base for information gathering	We recommend that Kent starts to develop a pool of information requirements to isolate repeat requirements and gaps in what is currently provided. This will ensure information gathering resource is better matched and tailored to demand.	Information function - use
Appoint a single corporate Information Management champion, such as a CIO, who sets council wide IM strategic priorities, is responsible for IM across the council and has authority to push IM improvements across council	We recommend that a single individual is appointed that is responsible for information management at a corporate level, such as a Chief Information Officer. The role should sit in the Chief Executive's Department and will set Council-wide information and knowledge management strategic priorities and has enough authority to push through information management improvements across the Council. There are a number of options for how this could work (please see the report appendix).	Information governance

Option	Explanation	Where it fits into the framework
Formalise and network existing information management resources into a virtual corporate information management team, ensuring team is empowered to establish best practice	Formalising the present linkages between information governance resources spread across the Council in the directorates into a virtual corporate information governance team would help them to exchange knowledge and establish best practice throughout the authority.	Information governance
Identify governance responsibility for K/net	Identifying governance arrangements for K/net would encourage greater strategic direction over its development and information audit processes, especially if ownership over the risks of inaccurate information is defined.	Information governance
Appoint an individual responsible for information management within partnerships	Information sharing across partnerships is going to be increasingly important with the onset of CAA and outcome based NIs. Identifying one senior individual responsible for information management within the various partnerships would provide some strategic direction to this priority area. We recommend that the individual made responsible for information management in KCC would be best placed to take up this role.	Information governance
Spread awareness of the role of the Information Governance Programme Board	A principle set of issues of information management across partnerships are those that arise with sharing confidential information between partners in a secure way. The Information Governance board currently attached to the Kent Partnership is in a good position to identify risks and ensure they are mitigated where possible. The awareness of their role in this area needs to be highlighted and communicated. The communication channels from IG programme board should be reviewed to ensure that this good practice is spread.	Information governance

The table below identified the eleven rationalised options and the detailed options contained within each:

Rationalised option label	Rationalised option description	Detailed options grouped within rationalised option
<p>Create council-wide map of all IM elements</p>	<p>Create a single council-wide information management map of responsibilities, processes, policies, sources, storages and requirements and place on intranet / incorporate into training</p>	<p>Create a Kent-wide map or directory of individuals responsible for different information, with a description of the information content and any live research</p>
		<p>Map the operational and strategic responsibilities for information policy & governance throughout KCC (not who holds the info but who is responsible for how the info can be used/shared e.g. FOI implications/data protection)</p>
		<p>Map the information needs across the council to create an evidence base for information gathering</p>
		<p>Review source use to identify defaults for Kent or directorate-specific defaults where necessary</p>
<p>Set info gathering, approval and storage processes</p>	<p>Set consistent and clear information gathering, approval and storage processes</p>	<p>Set processes and timelines for information gathering and ensure this has senior level drive</p>
		<p>Review the current approval processes for distinct groups of data and set new processes accordingly</p>
		<p>Ensure each research requirement is assessed through the research governance process</p>
		<p>Review storage databases and set processes to streamline accordingly, particularly within directorates</p>
		<p>Review directorates' use of consultation databases and establish council wide process to use corporate consultation database</p>

Rationalised option label	Rationalised option description	Detailed options grouped within rationalised option
Promote information provision services	Promote existing information resources, such as TIP & A&I	Promote the A&I team as a corporate resource, not specific to E&R (or make clear the access and use of A&I for other directorates) and give the team the authority to stop duplicated work
		Promote TIP as a information service for Members and Officers
		Review cross council potential of Kent View e.g. potential to add more content, provide more functionality
		Promote and add information to portals such as Public Health Observatory and Kent Trust Web that are accessible by all staff and partners
		Set processes for communicating new research and existing information sources throughout Council
		Set clear audit processes for information held on K/net
		Identify governance responsibility for K/net
		Improve the search functions for K/net
		Review use and implementation of an Enterprise EDRMS
		Make information and knowledge management training compulsory for all staff
		Enhance information and knowledge management training with good practice component
		Add all policies and procedures to a central, searchable database with details of key stakeholders, date of sign off and identifying tag for search facility

Rationalised option label	Rationalised option description	Detailed options grouped within rationalised option
		Use an alert system to notify relevant stakeholders when policy has been created or changed
		Create a rigorous process for prioritising individual's need for information e.g. gatekeeping process by simple template - matching info gathering resource to prioritised need
		Create a rigorous process for prioritising individual's need for analysis e.g. gatekeeping process by simple template - matching analytical resource to prioritised need
		Formalise and network existing information management resources into a virtual corporate information management team, ensuring team is empowered to establish best practice
		Put more resource into corporate record management and communicate it as a corporate priority
		Appoint an individual responsible for information management within partnerships
		Spread awareness of the role of the IG Programme Board
		Set comprehensive rules, policies and protocols on information sharing between partner service providers