By:	Chairman of IMG on Members Information
To:	Selection & Members Services Committee 26th November 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 And Summary Of Key Recommendations

The IMG was created as a result of member dissatisfaction about the quality and quantity of information they receive, particularly in respect of their own electoral divisions. The group's **Terms of Reference** are aimed at putting into effect the Council's resolution of 23rd March 2006 that:
'T*he Information Point coordinate a Member Information Service across the County Council.'*

The terms of reference are;-

- 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 UK in information management i.e. delivering the right information to the right person at the right time;

- 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.

Whilst the IMG was appointed on 10 October 2007, its work has been considerably delayed awaiting the outcome of RSe Consulting's work into KCC Information Management practices. Our preliminary conclusions were shared with them and they reported to Project Sponsors (COG) at the beginning of July 2008. 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 D)

We have come to a number of conclusions, which cover two distinct, but related areas of information:

- External, Government and partner and related body information;
- Local Authority information held by 1. Kent County Council & 2. Districts.

Summary of Key Recommendations
Detailed recommendations are within the report text.

R1.   A Head of Information Management be 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.

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 and the unit be positioned as a corporate resource. A Service Level Agreement should therefore be put in place between the Chief Executive and the Libraries Service to ensure continuity of existing training, library resources and tolls (i.e. use of the public library catalogue and 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 of processes and output be eliminated.

R4 Time released by 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 to determine their needs, with the option for Members to review their needs at least every six months.

R6. A Local Member Notification Protocol be developed, and electronic alerts introduced to systems, indicating when members need to be consulted and informed and by whom, with current contact details.

R7. A Members' Focus Group be set up to produce a list of information members require continuously 'on tap' on their Members' database. (See Appendix D for suggested content.) An Information Protocol is prepared which sets out contact details for named individuals within the Directorates who are responsible for providing and updating this information, and sets out how their work fits in with the work of the Information Point

R8. An electronic Members' 'portal' or dashboard be developed to give easy access to the information requested in R7. The portal should be trialled by the Members' Focus Group to ensure it meet Members' needs.

R12. Member training should include research skills, and the use of electronic tools to enhance their effectiveness and information exchange with residents.

R13. All member training sessions be recorded, put on the portal, and marketed.

R14. KNet be improved, with easier navigation, an improved search engine, and regular updating of information.

R15. 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.

R16. 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

This report falls into six section;

1. Current 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".

RSe Consulting in their September 2008 report on KCC Information Management Review . report set out a 'brief' six page description (pages 31 onwards) of current information practices in KCC. In the report they state   *"It is not clear who has ultimate responsibility for information management at a corporate level or within Directorates."* The appointment of a single corporate Information Management (IM) champion scored highest of the seven priorities for action which they recommend. A champion would " set council wide IM strategic priorities, (be) responsible for IM across the council and (have) authority to push IM improvements across the council" For this reason such an appointment is recommended early in the process. RSe point out that the individual may be an existing officer with the required skills

1.2. 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 Departments into a corporate unit under the Head of Information. The second option is to leave officers within departments but require 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 our preferred option as it ensures expertise in a

subject area remains. <u>However it will be essential that the Head of Information Management ensures corporate working, and in particular works with IP staff and Members to ensure their needs are met.</u>

1.3 **There is no identified officer with sufficient seniority and independence to ensure that information required by members is made available routinely 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".

1.4 There is **inconsistency in posts and job descriptions 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. Some information officers are situated in the Chief Executive's Office, some are common to all directorates, others are present only in some directorates. No one was able to tell us how many staff in total are employed in information gathering, and no one exercises authority to prevent duplication between them.

1.5 **There is no system of information mapping or knowledge management which enables members or officers to identify research, documents or staff within the authority who are working in a particular area of interest.** RSe consulting comments " It can be hard to find what information exists...staff depend upon knowing the right person to ask...information is sometimes seen as belonging to the individual rather than the council" This lack of coordination often makes the process of finding information slow. It also means it is very difficult to ensure that information staff 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. 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.

The Guardian Information and Research Unit 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".

1.6 As mentioned at the beginning of this report, the Council has directed that '**The Information Point (should) coordinate a Member Information Service across the County Council.'** However, the shortcomings described above, in particular the lack of a coordinated system of data collection and management makes this extremely difficult to accomplish. Coordination is not possible by The Information Point (TIP) staff when all departments duplicate their work by producing some form of briefings and bulletins to members, in addition to those produced by the Media Centre.

Additionally, although the Information Point officer sits physically within the Chief Executive's department, the service has been historically managed by the Libraries and Information Services unit within the Communities Directorate. This recognizes that TIP staff are drawn from a team of 5 specialist Librarians who are also responsible for replying to all **public** queries for research on six days a week.

Having looked at other authorities we have come to the conclusion that members would be better served by bringing TIP into the Chief Executive's Department under the line Management of the Head of Democratic Services, as part of a network of information officers working as a team coordinated by the Head of Information Management This would give a clear sign that TIP has a pivotal role to play in the KCC Information Management Network by enabling members and officers to be better informed, and therefore improve decision making.

1.7 The structure and systems described above we believe have led to a culture which does not place 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.'

As a result of similar problems, West Sussex County Council recently decided to restructure its Information Services from first principles. The Chief Executive took control of the project at the heart of which was the principle that information was a corporate resource. The following measures were put in place to achieve the principle:

- A "Local Member Notification Protocol" setting out the process for keeping members informed was produced.

- Officers employed in information gathering and dissemination work meet together as a team.

- Part of the team comprises 4FTE officers whose role is 'transformational' analysis of information.

- Officers within the Information team move around between departments ensuring the development of the team skills and consistency of practice.

- Local Board Liaison Officers are responsible for ensuring that local members are informed and involved about activity within their divisions.

- The contact centre has specialist officers trained to deal with members queries on a 'hotline'.

- A Facebook type facility has been provided for young people, and a studio set up for the production of podcasts.

- All decisions are made by individual cabinet members who publish an accompanying report available for call – in.

- The four scrutiny committees carry out pre-scrutiny in advance of the decision being made.

- Virtual meetings are held by video link.

All these measures ensure as Deputy Leader Lionel Barnard told us "Everything we do involves the local member. I cannot remember the last time anyone complained they had not been told about something going on in their division."

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, and the unit be positioned as a corporate resource. Staff should be 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 therefore 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 of processes and product be eliminated.

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, the services available at the Information Point in depth, interviews with each member arranged following election, with the option for Members to review their needs each every six months. **Permanent displays of IP services should be in the Members Lounge.**

R6.   A Local Member Notification Protocol be developed, and electronic alerts introduced to systems, indicating when members need to be consulted and informed and by whom with contact details.

2. Members' Information Needs: Survey and Focus Group

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 improvements.

2.1 **Members complained of too much information as a result of duplication, saying that they often received the same information from several places** including the IP, the press office, the departments and others. Twice daily bulletins are received from the media office one from the Information Point and sporadically from the Directorates, this seems an unnecessary duplication. The daily headlines often contained items which were of no relevance to Kent or to the work of the County Council. Members questioned whether there was need for paper departmental publications; one unit printed fewer than 100 copies of their paper, raising the question of whether the design work was necessary. Conversely, press releases were not always circulated as soon as they had been released to the media.

No one, however, was able to tell us who was responsible for ensuring efficient working and removing this duplication.

2.2 **Members asked to be provided with more analysis of information**. 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. Richard Nelsson of Guardian News and Media said that widespread use of internet meant researchers were moving from information gathering to adding value to information by providing analysis and contextual information, Researchers appreciated the recent policy to acknowledged their work with a by-line in the resulting newspaper article. RSe consulting commented that "demand for analysis across the authority exceeds supply" and that the lengthy process of gathering information further reduced time available to carry out analytical work.

Members requested more analytical work so that

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

b) officers provide not just the electronic link to further information but add value to it by analysing 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) briefing 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. These reports could include summaries of contextual information, varying opinions on the issue, and relevant press cuttings.

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.

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

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

2.5 Members wanted a dedicated portal giving easy access to the information they required. **Members wanted to be involved in the design of an easy access 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 recommend that:

R7. A Members' Focus Group be set up to develop the list of information members require continuously 'on tap' on their Members' database. (See Appendix D for content) An Information Protocol is prepared which sets out contact details for named individuals within the Directorates who are responsible for providing and updating this information, and sets out how their work fits in with the work of the Information Point. The database be available in the form of a members portal on the KCC website, which Focus Group members would trial to ensure it meets their needs.

3. Information Technology As A Tool For Members

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 their lack of usefulness to members, the lack of an adequate search engine or index, and outdated information. Members should not be expected to spend a long time searching out information; they require easy and fast access to a wide variety of information on a regular basis. The web should be the repository for all non confidential information which could be of use to members, officers and the public.

 Warwickshire's award winning website is reproduced at Appendix E. Over 70 connections to council information, services, consultations, public queries, reports of complaints, on-line ordering, advice, tourism material, and information about councillors, and committee business are all available direct from the home page.

3.2 **Members want a postcode generated database which allows them to insert their electoral division or Postcode 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 need to be prompted by their system to alert local members** when they are working on projects in which local members have an interest

3.4 Seminars for members are provided regularly 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**, when they change committee responsibilities or when new members join the council as a result of by elections. We believe there is potential for this training material to be offered for sale to other authorities who are all currently and expensively reinventing the wheel.

3.5 The current review of member training should include current **research skills**. For example, 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 communities[1].

3.6 Westminster City Council as a Unitary Authority has already made available to members a **wide range of information by electronic map** and by text list, including 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

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

(http://extranet7.kent.gov.uk/kentview/) We are surprised that this work has not been drawn to members attention already for their input, and appears to be not well known within the authority. 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.

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**. We are aware that one company has contracted with sat nav company TomTom to add the location of their company's outlets onto employees' TomTom screens. We believe that downloading the location of KCC and partner establishments would be of great practical value to members, employees and partners.

3.8 Warwickshire, Norfolk and a number of other authorities have created databases which they have called "Observatories" which enable **the sharing of information between Local Area Agreement partners through a common portal** including County, District and City Councils, Health authorities, Police and Fire Services.

Norfolk Observatory carries rapid access to a wealth of information. Appendix F reproduces the list of data sets which can be searched by reference to keywords. For instance the key word "Business" brings up a links to 60 datasets concerning business related information.

Tower Hamlets Council's information system was 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. Data is constantly updated by the partners.

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 e.g. to measure whether health campaigns are being reflected by a change in the pattern of visits to GP practices.

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 reduce the cost to each member of providing their own dedicated system, eliminate the possibility of

using incompatible systems, reduce errors in data, and enable automatic updating by the relevant partner. Where partners share information the principle becomes *'input once, use many times'*. 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 G)*.

3.9 North East Connects, a consortium of public bodies in the North East, has 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 and a code of practice in the form of Dos and Don'ts in the use of the following technologies;-

- Casework Management systems (In N Tyneside achieved by adapting council complaints and enquiry system).

- E mail lists and archives

- On line surveys, polls and consultations

- Electronic newsletters

- Electronic petitions

- On line discussion forums, blogs and community and personal websites

- Social networking sites such as Facebook and MySpace

- On line surgeries

- GPS site location of faults

- Mobile devices such as blackberries, with cameras so that photographs of faults together with GPS location can easily be transmitted to officers

- Video conferencing and training sessions

The survey includes draft Silver and Gold Standards for the provision of ICT to members; Kent County Council would not achieve even Silver standard, both because of the lack of applications, and the absence of guidance and standards on the use of technology.

We recommend that:

R8. An electronic Members 'portal' or dashboard is developed to give easy access to the information requested in R7. The portal should be trialled by the Members Focus Group to ensure it meet Members needs. The Focus Group should recommend how much of the portal content should also be available to the public.

Key technical requirements of the portal are that it provides

- an easy reference screen or 'dashboard' giving 'one click' access to information set out in the Members' Information Database

- details of any County Council activities, events and projects being worked on in each County division with alerts to members when new items are added;

- StreetScene and other 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;

- links to information on how to set up and use the electronic tools in 3.9 above.

R9. Where researchers work is heavily relied on in published reports, they should be named on the publication to recognise their work.

R10. We believe a system such as we describe would be of value to colleagues in other Kent authorities and that a subscription service should be marketed.

R11. Consideration should be given to enabling details of KCC (and partner) establishments to be entered onto Tom Tom or a similar guidance system.

R12. Member training should include research skills, and the use of electronic tools (para 3.9) to enhance their effectiveness and information exchange with residents.

R13. All training sessions for members should be recorded (e.g. by web casting), made available at any time via the portal, and generic training marketed.

R14. KNet be improved with easier easy navigation, an improved search engine, and regular updating of information.

R15. 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.

R16. 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.

4. Associated Reports

4.1 **The RSe Consultancy report "Knowledge and Information Management Review"** was received by the Chief Officer Group in July 2008. RSe makes the following recommendations in order of desirability based on cost, functionality and strategic fit;

(1)   Appoint a single corporate information champion.

(2)   Create council-wide map of all information elements

(3)   Set Information gathering approval and storage processes

(4)   Match information gathering and analysis resources to prioritised need

(5)   Promote information provision services

(6)   Improve KNet

(7)   Enhance Information Management Training.

We support all these recommendations; numbers 1,2 and 6 agree with our own, and much of the text of the document reflects closely the views of IMG members. We note with concern that COG who received this report in July have as yet made no recommendation with relation to the appointment of a single corporate information champion which we consider under R1 as an essential first step.

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

4.2. There are a number of recommendations from the Select Committee 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 web links 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.

4.3 **The new duties contained within the DCLG " Communities in Control; Real People, Real Power"** consultation document mean that   from April 2009 councils and Councillors will have a duty to promote democracy, and to involve local people in key decisions. NorthEast Connects: points outs that there is a need for members to *" support the requirements of citizens and the developing community engagement process"*   *(*Community Leadership and eDemocracy; Survey of Councillor ITC provision and benchmarks 2007)

The new duties will form part of the CAA inspection regime. Together with the development of localism, and the encouragement to devolve power, responsibility and budgets to local communities by 2012, these developments mean that improving information flows to members is both essential and urgent. .

If members themselves are not well informed, how will they be able to ensure that the communities they represent are also informed and involved?

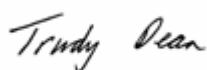| Name: |
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MEMBER INFORMATION NEEDS SURVEY

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/Paper) (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/Paper) (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 ☐ Planning ☐ Social Care ☐ Education ☐ Health ☐

Regeneration ☐ Children & Family ☐ Culture ☐ Tourism ☐ Transport ☐

Other _____

5. Do you currently use:

The KNet (KCC Intranet)	The KCC website (www.kent.gov.uk)

Daily	Weekly	Monthly	Less

Daily	Weekly	Monthly	Less

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.*

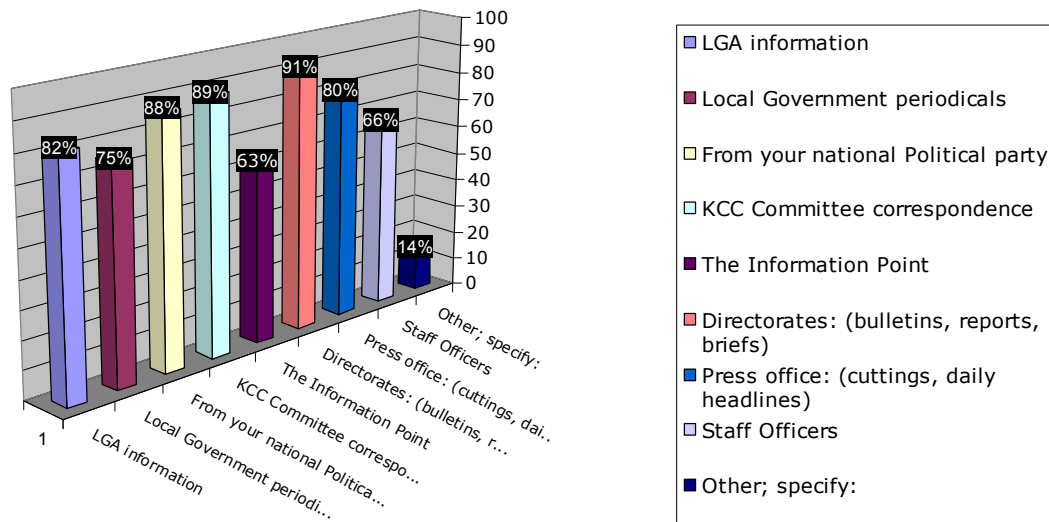| The following services are currently available via the Information Point	Which are you aware of? %	Already use %	Don't use %	Would use %
Face-to face and remote enquiry answering/ desk research	67.86	55.36	17.86	12.50
Weekly Member Information Bulletin (MIB)	69.64	82.14	12.50	5.36
Daily Digest	48.21	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

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' complied 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'.

<u>*Information Requested on the Members' Portal*</u>

1. One click dashboard which would show each member KCC/local authority (and Partner) activity including events, consultations and projects 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 members and main officers*

> *d) Contact details of membership of Kent Partnership Board and each partner i.e. Police, Fire, Health, Chambers of Commerce, and Federation of Small Businesses. (See Appendix E for full list)*

3. Diary of KCC events, and consultations, including meetings, site visits, and ceremonies with links to details and contact officers

4. Interactive maps showing

> *a) Political boundaries Parish/ Borough/County*

> *b) Highway works, road repairs, road closures, utility works, 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 Boroughs/Districts and progress through the system, with alert for new entries.

11. Policy Documents.

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

13. KCC Grant funding sources and application forms

14. Sustainable Communities Plan, LAA/CAA, and Environment Strategy targets, with progress updated.

15. RSS feeds to other community websites.

16. MOSAIC data for Kent.

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 .. i.e. 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

worcestershire
countycouncil

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Home | Business | Get in Touch | Jobs | Learning | Leisure | Living | News | Social Care | The Council | Transport | My Local Area

my services

About | Login | Register

Find it
Access to Information | Bus Timetables | Civil Weddings |
Family History | Household Waste Sites | Library Books
Online | Local Schools | Births, Deaths and Marriages | Your
Councillor | Your Local Customer Centre (Virtual Tour)

Apply for it
Blue Badge Scheme | e-Tendering Service | Free School
Meals | Highways Licences & Applications | Planning
Applications | School Admissions | Search & Apply for a job
| Tourist Road Signs | Vehicular Access (Dropped Kerb) |
Voluntary & Community Sector Grants

Order / Pay for it
Births, Deaths & Marriage Copy Certificates | Commercial
Vehicle & Trailer Permits | Council Tax | Countryside
Publications | Digitised Images & Documents | How to Pay
Us | Microfilm Copies | On-line Shop at the Record Office

Do it

Report it
Problem with Highways (paths, bridges, verges) | Street
Lighting fault report form | Problem with Public Rights of Way
| Help from Trading Standards

Have Your Say
Yours Views | Public Consultation | Consultation Calendar |
Consultation Finder | Register your interest in Public
Consultations | Contact Us

Getting Around

Visit the Highways & Transportation Portal

Multimedia Centre
3D Tours | Videos | Virtual Rooms | Interactive Tourist
Maps

Your Council
A to Z of County Councillors | Committees and Panels |
Constitution | Council Business Updates | Complaints About
Conduct of Councillors | Elections | Minutes and Agendas |
Overview and Scrutiny | Programme of Meetings

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

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○ Local Media
○ Website
○ Directly Contacted
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Poll Results | Previous Polls

Events Calendar
Events in Worcestershire
Nov '08   Dec »
S M T W T F S
                          1
2 3 4 5 6 7 8
9 10 11 12 13 14 15
16 17 18 19 20 21 22
23 24 25 26 27 28 29
30

Emergency Alerts
⚠
Alert: Roads which remain closed following

Focus On
Have your say on new governance models

WORCESTERSHIRE
Waste Core Strategy
Consultation
29 Sep - 19 Dec 08
How to proceed
Please click image for more information

News   **News Archive**

Young musicians tune into Anti-Bullying Week

More news...   **RSS News Feed**
County Council Park & Ride given the thumbs up by customers 13th
November, 2008
« Previous Story   Next Story »

My Local Area
Type in your Worcestershire
postcode for Services & Information
near you: i.e WR5 2NP..
Postcode: [   ] Submit

Travel and Weather
- 5-Day Weather Forecast
- Latest UK Weather Warnings
- Travel News within the area
- Roadworks in Worcestershire

Local News Links
- Worcestershire Newspapers
- BBC Hereford and Worcestershire
- Touch 102FM - Local Radio
- Wyvern FM - Local Radio

Beacon Authority   GET SAFE ONLINE   **Directgov**

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Appendix 1

Norfolk Data Observatory (http://www.norfolkdata.net/)

Instant Atlas Report (example: VAT registrations)
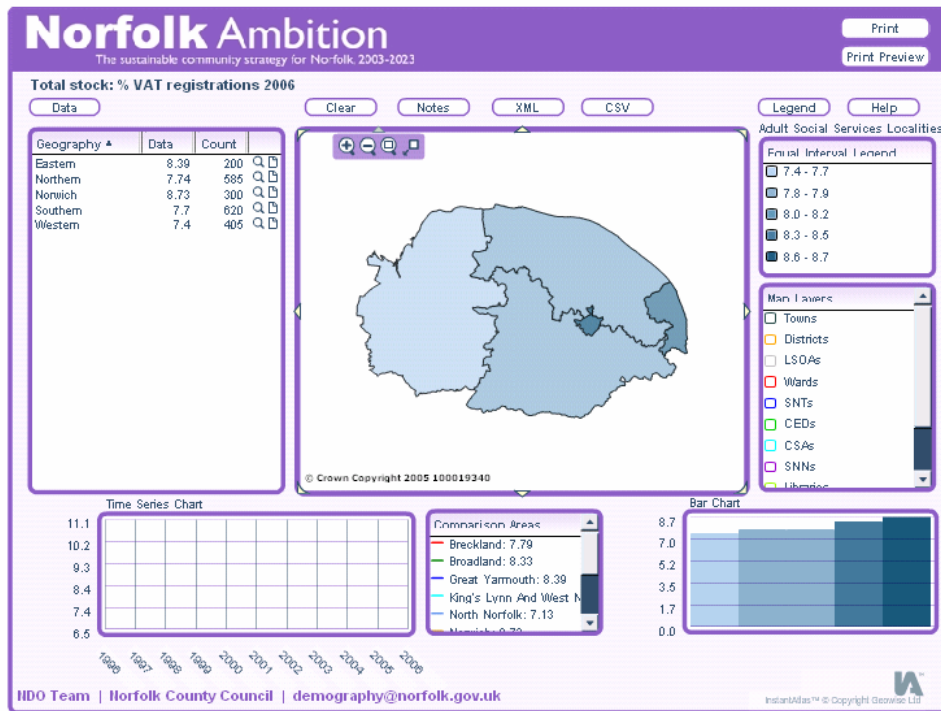
Data View Indicators By Theme   Type

Business	
VAT registrations	Adult Social Services Localities
	Districts
Census (2001)	
Age Structure	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters

	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Workforce Information	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Crime and Safety	
Notifiable offences recorded by the police	Adult Social Services Localities
	Districts
Deprivation	
Benefit Claimants	Adult Social Services Localities
	Children Service Areas

	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Deprivation Indicators	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Indices of Deprivation	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts

	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Environment	
Carbon Emissions	Districts
Health and Wellbeing	
Adult Social Services - Social care needs	Adult Social Services Localities
	Districts
	SOAs Middle Layer
Child height weight survey	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Middle Layer
	South Norfolk Neighbourhoods
Health Indicators	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities

	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
The Active People Survey	Districts
Housing	
Household Income	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Housing Indicators	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts

	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards

Labour Market	
Household Income	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards

Learning	
Education	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions

	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Population and Lifestyle	
Children	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
General	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer

	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
Lifestyle	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	South Norfolk Neighbourhoods
	Wards
National Indicator Set Population denominators	Adult Social Services Localities
	Districts
Norfolk Citizens' Panel Survey	Adult Social Services Localities
	Districts
Population	Adult Social Services Localities
	Children Service Areas
	Children Service Clusters
	Children Service Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams

	SOAs Lower Layer
	SOAs Middle Layer
	Wards
Population density	Adult Social Services Localities
	Districts
	Electoral Divisions
	Safer Neighbourhoods Teams
	SOAs Lower Layer
	SOAs Middle Layer
	Wards
State pension claimants	Adult Social Services Localities
	Districts
	Wards
The Active People Survey	Districts

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

West Sussex County Council

- Lionel Barnard, Deputy Leader

- Sue Hawker, Head of Democratic Services

- Roland Mezulis, IT Policy and Planning Manager

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
Create council-wide map of all IM elements	Create a single council-wide information management map of responsibilities, processes, policies, sources, storages and requirements and place on intranet / incorporate into training	Create a Kent-wide map or directory of individuals responsible for different information, with a description of the information content and any live research
		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)
		Map the information needs across the council to create an evidence base for information gathering
		Review source use to identify defaults for Kent or directorate-specific defaults where necessary
Set info gathering, approval and storage processes	Set consistent and clear information gathering, approval and storage processes	Set processes and timelines for information gathering and ensure this has senior level drive
		Review the current approval processes for distinct groups of data and set new processes accordingly
		Ensure each research requirement is assessed through the research governance process
		Review storage databases and set processes to streamline accordingly, particularly within directorates
		Review directorates' use of consultation databases and establish council wide process to use corporate consultation database

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