

Southend-on-Sea Borough Council

Overarching Information Management Strategy

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Overarching Information Management Strategy

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1. Introduction and purpose

The Council holds and uses a vast range of information in a variety of different formats. The effective management and use of this information is key to ensuring the Council can achieve its vision, aims and priorities. Decision-making, policy development, day-to-day service delivery, and forward planning are all founded on effective use of information, which is also crucial to ensuring the Council's accountability to residents and other stakeholders.

However, increasingly organisations are looking at how they can use the information they hold in far more creative and imaginative ways to improve the customer experience and drive efficiencies. Local authorities across the world have demonstrated that the digitising of services, cross-matching different data sets and using information in different ways is producing new and exciting ways of addressing a range of challenges.

This strategy builds on and replaces the Council's previous Information Management Strategy agreed in 2013. It provides a foundation to help the Council continually improve by promoting better, more creative, use of information, encouraging appropriate sharing and transparency while ensuring data security and compliance with data protection legislation (notably the Data Protection Act 1998 and Freedom of Information Act 2000).

The strategy outlines a vision to promote the effective use of information and principles by which the Council will operate to make the vision a reality. It also highlights impending legislation, which will have a significant impact on how Council information is managed, further areas of work and includes a related action plan for the coming years.

2. The Council's vision for information management

The Council's vision for managing Council information is:

'To create a culture that promotes the creative and innovative use of information to empower residents, enhance efficiency and generate fresh approaches for the Council to achieve its aims. The Council will: ensure personal data is held securely; ensure information is disseminated effectively; be transparent and enabling in its handling of information and operate within the necessary legal framework'.

3. The Council's Information Management Principles

To support the vision, Council officers and Members will adhere to the following principles:

- Hold personal data and information securely and safely;
- Adopt a proportionate, risk based approach to security and information governance, ensuring that controls do not provide a barrier to innovation;
- Promote and apply a transparent approach to the release and provision of information and data, publishing information in a way that is easy to find and in a

format that is easy to re-use;

- Support a collaborative approach to the creation, use and sharing of information, both internally and externally, where this is appropriate and in the interests of local communities and service users;
- Ensure that data is accurate; valid; reliable; timely; relevant and complete and
- Ensure information is stored in a way that it can be found, used and re-used and is available in the event of an interruption to service.

4. Key Drivers

Key issues driving this strategy include:

- Rising customer expectations of the availability and accessibility of information from all organisations, including an intolerance of public services that are not joined up.
- Increasing demands for, and increasing awareness of the need for, security of personal information.
- Digital services, including mobile data devices, are making traditional ways of organising local government obsolete, compelling councils to collaborate more both internally and externally.
- This process is being accelerated by the need to achieve large-scale savings in the short, medium and long term, the drive to integrate health and social care and the Government's devolution agenda.
- The increasing use of 'Big Data' by organisations to improve their effectiveness, through better understanding of customer behaviour and improving business processes, with areas of public health, community safety, community planning and environmental services among those of particular potential benefit for councils.
- The government has been pressing the public sector to share its data under the open government licence (including through the statutory Local Government Transparency Code) which allows data to be copied, adapted or exploited by companies, charities and residents with few limitations.
- The increasing risk of data loss, (heightened by greater sharing and third party hosting of data) through cyber attacks and/or human error and systemic failures - resulting in significant financial and reputational loss.
- The impending EU General Data Protection Regulation (GDPR), due to be in place by 2018, which aims to harmonise the current data protection laws across EU member states.

5. Key aims of the strategy

This strategy is designed to:

1. Support:

- The Council's vision 'Creating a Better Southend';
- The Council's 5 aims of creating a: Clean; Safe; Healthy; Prosperous borough, led by an Excellent Council;
- The Council's Corporate Priorities;
- The Council's seven values, including: *'Open & honest: we are open, honest and transparent, listening to other's views'*.

2. Provide an overarching framework for a series of other policies, procedures and strategies which complement, underpin, and feed into this strategy. These are outlined in Appendix 1.

3. Help meet the challenges the Council faces in the coming years, notably:

- Taking an anticipated £30m from the Council's budget over the next 3 years;
- Developing and sustaining new models of service provision to save resources and improve those services;
- Enhance organisational capacity, including supporting the increasing demands on staff, equipping them with the rights skills and tools;
- Meet the increasing demands on services from an aging and increasingly diverse population;
- The need to create a higher value economy to replace or supplement more traditional businesses and
- Developing a compelling vision for Southend's community through the 'Our Town, Our Future' programme of community engagement programme.

4. Encourage the development of high quality business intelligence about: service users; the make-up of a changing population; current workforce skills and future requirements and resource availability.

5. Highlight areas where the Council needs to further develop policies, procedures and areas for further training and development.

6. Help raise levels of understanding about the need for effective and secure information management.

7. Agree the Council's key actions in implementing the strategy.

6. Background and context

The Council is transforming the way it operates to meet the challenges and opportunities outlined above.

Information in all its forms is a critical resource for any organisation. It is increasingly recognised as one that is under-exploited and has huge potential for the public sector. While good information management has long been recognised as important, this has often been in the context of the need for robust security and governance. This has included ensuring comprehensive policies and processes are in place in relation to data protection, ICT security, records management, document retention and disposal policies.

The Council, therefore, needs to move information management from predominantly being about compliance to also being about effective and innovative use of information. Advances in technology together with the better use of data held by public authorities offer exciting opportunities to gain better insight into issues that anticipate future demand and informs the development of new policies and services. More data enabled collaboration between public authorities can help ensure citizens receive the services they require, help early intervention to prevent greater costs later, better manage resources and support efforts to reduce fraud and debt.

6.1 Recent progress by the Council in promoting good information management has included:

- A comprehensive set of data protection policies and procedures – available on the council's intranet;
- Significant streamlining of information management systems following the refurbishment of the civic centre;
- Undertaking regular, extensive, data protection training for staff (with 90% of staff completing the data protection e-learning tool);
- Regular communication relating to raising awareness of the importance of data protection among staff;
- Successfully complying with the requirements of the Information Governance toolkit self-assessment to enable the sharing of health and other personal data (the Council has scored Level 3, the highest possible, from the first year of completion in 2013);
- Being a signatory to the Whole Essex Information Sharing Framework (WEISF) designed to enable public, third sector and contracted private organisations across Essex to 'share relevant, minimum and appropriate personal information between them in a lawful, safe and informed way';
- Bringing adults and children's services together, with an integrated data team, is, along with an integrated commissioning team, enabling the combination of different systems and a more holistic analysis of matched data. This has already impacted positively on data quality and better intelligence for commissioned services.
- Obtaining pioneer status in creating new models for integrating NHS and social care services, feeding into the Better Care Fund. This has specifically focussed on tackling issues of information sharing between partner organisations, with a view to enabling single, comprehensive datasets for the purpose of risk stratification and commissioning, all aligned to single packages of care to encapsulate patient/client needs;
- Updating the Council's Information Centre and Publication Scheme to provide regularly requested information in a more accessible and up to date way – helping to reduce the number of Freedom of Information requests;
- The Council undertakes work to ensure it is meeting the needs of the Local Government Transparency Code.

- An ICT security strategy has been put in place with a complementary cyber security self-assessment undertaken to identify future action;
- A digital strategy is in place to vastly improve the borough's connectivity and
- Work has begun on delivery of a new 'state of the art' Data Centre ensuring data is stored securely and is capable of being recovered in the event of a disaster.

Freedom of Information (Fol) and Subject Access Requests (SAR)

This progress has been at a time of processing significant numbers of requests for information, notably Freedom of Information requests, Subject Access Requests (SARs) and 'Section 29' third party requests. The desire for more information from the public and other interested parties is shown by the growth of Fol requests in recent years.

2007/8	08/9	09/10	10/11	11/12	12/13	13/14	14/15	15/16
214	297	444	475	647	643	1052	1082	1101

Given the cost of responding to an Fol (some estimates put this at an average of £160 each) the Council has an incentive to ensure that these requests are minimised, or made easy to respond to by ensuring commonly requested information is available on the Council's website, via the Publication Scheme, or other means. The number of SARs has also increased (as outlined below) with growing awareness of the process.

2011-12	2012-13	2013-14	2014-15	2015-16
113	93	160	180	164

The range of work being undertaken was recognised in the successful Information Commissioners Office Audit in 2012 (with a rating of 'reasonable assurance') and the Council being used as a reference authority, in relation to SARs, by the ICO.

However, given the size and nature of the Council, the risk of data breaches through human or systemic error is relatively high. All efforts are made to limit the number of breaches, and raising staff awareness on the issues is critical to mitigating the risk. It should also be recognised that there is a likelihood of increased reporting of breaches as awareness of the need to report incidents grows.

6.2 Sources of information

The Council has a large range of information sources, with a rich seam of data and a huge number of potential uses. Some of the main systems include: Mosaic 'geo-demographic segmentation' system; Govmetric customer satisfaction feedback; Caretrak social care and patient data sets; Care 1st; Capita One schools and Special Educational Needs, Integrated Youth Support Service; Planning and geographic systems such as Ark GIS mapping; local level property gazetteer (LLPG); housing and employment land monitoring; Uniform planning system; Annual health profiles Symology Highways asset register (condition reports – incidence of flooding etc.); Council Tax and other benefits; births, marriages and deaths data.

Information held in these systems could be invaluable to other service areas and more creative means of achieving this while adhering to the Data Protection Act should be pursued.

The Council also has access to external systems that hold information on the borough and Council. These include: LG Inform and LGInform Plus, borough and ward based performance data; Cipfa stats: providing information on corporate and service specific financial and performance data, helping to assess the value for money; Office for National Statistics demographic data; Nomis (workforce data), DoH 'Finger tips' (public health outcomes framework); POPPI & PANSI (adult and older people projections).

7. The future:

7.1 Channel shift and Digital City revolution

It is recognised that a step change is required in the need for, and use of, intelligence about communities and people in Southend to enable better targeting and tailoring of Council services. This will be aided by the drive for the 'channel shift' of customers away from face to face and phone contact with the Council to 'self-serve', primarily through the My Southend, Citizens Account, so that by 2019/20, 90% of interactions with the council will be online. Currently enabling residents and businesses to manage their Council Tax, Business Rates account, housing benefit and Council Tax Reduction claims and landlord accounts on-line, MY Southend aims to expand its offer to most Council services, with 'place based' services such as waste collection, public protection, highways and parking due next.

In addition, the Council is embarking on an ambitious programme of introducing new digital infrastructure across the borough with pure fibre connection providing super-fast connectivity for Council buildings, schools, businesses and homes. The Council's Digital Strategy outlines how improved connectivity, offering Gigabit speed, will not only help to better drive Council services and reduce costs, but will also provide opportunities 'for energy saving, carbon reduction, citizen focus, innovation and sustainable growth' for its residents and businesses.

2016/17, will see the re-provision of the Council's core infrastructure (the 'Wider Area Network' and 'Local Area Network'), the deployment of wireless and small cell (3G and 4G) units across the borough. In addition to increased connectivity, this work will produce a revenue stream from street furniture leasing, integrating the deployment with the street light / column replacement programme including the use of the Central Management System (CMS) with the wider council infrastructure to provide the basis for a 'Smart City'. Sensors located in street furniture, including street light columns, will provide a wealth of information, particularly in relation to energy efficiency; CCTV (Intelligence Hub); noise detection; movement detection (providing footfall/traffic data); air pollution; independent living enablement and smart metering enablement.

7.2 Big Data

Councils are often said to be sitting on 'an untapped goldmine' of data which could offer valuable insight into understanding the needs of its residents by matching data sets across service areas. Joining up public sector data sources can make public services more efficient, save money, improve service outcomes, tackle crime (particularly identify fraud) and help public bodies better serve their citizens. Police forces are using data to undertake predictive modelling on how best to deploy resources, transport authorities use data to change driver behaviour and London and New York city governments have pioneered new approaches to

using data, including promoting fire prevention and recycling . UK Councils have used a big data platform notably to help tackle debt collection, illegal subletting and fraud, but the potential for extending its use is considerable and could, for example, include helping social workers make better decisions about when and how to intervene.

To make best use of the data requires systems that can talk to each other, the right skills and resources to undertake analysis and a framework for the Council to develop its approach. Local academic institutions, particularly the University of Essex and Anglia Ruskin University, are keen to engage with local authorities to undertake analysis of data and partnerships with these institutions and others could prove mutually very productive.

7.3 Open Data

A further route to help address these issues is to make more Council information and data freely available, with a view to reuse and redistribution. Such information would need to adhere to data protection requirements and making it available would require careful consideration of risks around data quality, potential for mis-use, along with any commercial and financial sensitivities. However, providing data for others, including academics, charities and public, may provide some interesting findings and new policy options that may not otherwise have been considered. This would mean going beyond the requirements of the Local Government Transparency Code.

7.4 Cyber Security

The risk of theft, damage to, or misuse of, hardware, software and the information on IT systems is growing year on year as criminals become more creative in ways to steal or cause harm. This risk will only grow as more business processes are hosted on a variety of platforms including smart, mobile devices, and a range of different networks. The Council has undertaken a review of the vulnerability of the Council to future cyber-attack and has a strategy in place to address this with identified action for the coming years.

8. EU General Data Protection Regulation (GDPR)

This GDPR, due to enforced from 2018, is the most significant change in data protection legislation in the past 20 years. It is designed to create a uniform approach to data protection across Europe while empowering citizens and enhancing economic growth by removing barriers that restrict data flows. However, it poses significant challenges to local authorities in meeting their desired information management needs

Key measures, which the Council will need to address include:

- Obligations on data controllers to demonstrate compliance, including requiring them to: maintain certain documentation; conduct DP impact assessments for more risky processing and implement data protection by design and default;
- Data subjects must freely give their consent to processing of their personal data. Consent for sensitive data must be 'explicit';
- Data Protection Authorities (the ICO in the UK) can impose fine of up to 4% of annual turnover;

- Abolition of the £10 data SAR fee is likely to see an increase in the number of SARs received by the Council and the timeline for processing a request will be a month rather than the current 40 days;
- Data controllers must notify most data breaches to the ICO 'without undue delay' and, where feasible, within 72 hours of awareness and, in some cases, the data controller must also notify the affected data subjects, without undue delay;
- Data processors will have direct obligations. This includes implementing technical and organisational measures and appointing a Data Protection Officer (DPO), with 'sufficient expert knowledge' and
- A 'right to be forgotten' where individuals can require the removal of their personal data without undue delay by the data controller in certain situations;

It should be noted that, in practice, a company outside the EU which is targeting consumers in the EU will also be subject to the GDPR.

In addition, issues relating to 'the EU-US Privacy Shield safe harbour', whereby a European citizen's personal data being processed by a US company on US-based computers is under the same protections as if it were still in Europe on a European-owned system, are still to be resolved.

The regulation will, therefore, require a review of the Council's current data protection policy and practice, particularly in relation to the area of data subject consent and content of existing privacy notices.

9. Governance arrangements

- The Corporate lead for Information Management will be provided by the Senior Information Risk Owner (SIRO), Corporate Director for Corporate Services.
- Co-ordination of the strategy and action plan will be provided by the Team Manager – Policy & Information Management, supported by the Data Governance Advisor – Policy, Engagement & Communication. This will include identifying any gaps and liaising with information management project leads.
- Monitoring of and refresh of the strategy and action plan will be overseen by the Information Management Group, whose membership will include: Corporate Director for Corporate Services; Head of Customer Services; Head of Legal and Democratic Services; Head of Children's Services; Team Manager, Policy & Information Management; Data Governance Advisor.
- Reports will be provided to Corporate Management Team and Good Governance Group as necessary and appropriate.

9.1 Role and responsibilities of the SIRO

The SIRO takes overall ownership of the Council's information management framework and has specific responsibility to:

- Ensure an effective Information Governance Framework is in place;
- Ensure compliance with regulatory, statutory and organisational information security policies and standards;
- Ensure that identified information threats and vulnerabilities are followed up for risk mitigation, and that perceived or actual information incidents are managed in accordance with Council's risk management framework;

- Act as the champion for information risk within the Council;
- Establish a reporting and learning culture to enable the Council to understand where issues exist and develop strategies, policies, procedures and awareness campaigns, to prevent problems occurring in the future;
- Ensure all staff are aware of the necessity for information assurance and of the risks affecting the Council's information;
- Ensure an annual SIRO report on Information Governance is presented to Members;
- Provide leadership for Information Asset Owners (IAOs) of the Council through effective networking, sharing of relevant experience, provision of training and creation of information risk reporting structures;
- Identify business critical information assets and set objectives, priorities and plans to maximise the use of information as a business asset;
- Establish and maintain an appropriate risk appetite with proportionate risk boundaries and tolerances for the use of Council information.

9.2 The Chief Privacy Officers

The Chief Privacy Officers (Data Controllers), the Head of Legal and Democratic and Head of Customer Services oversee all on-going activities related to the development, maintenance of, and adherence to the Data Protection Act 1998. This includes all policies and procedures related to the processing of, and access to personal data in compliance with the Data Protection Act 1998

9.3 Caldicot Guardians

The Head of Children's Services acts as the Council's Caldicot Guardians. [The 1997 Review of the Uses of Patient-Identifiable Information, Chaired by Fiona Caldicott set out six Caldicott Principles on information governance as well as requiring the appointment of Caldicott Guardians].

9.4 Information Asset Owners

The Information Asset Register (IAR) is a mechanism for understanding and managing an organisation's information assets and the risks to them. It is a register of information or collection of information, held electronically or in hard copy.

Each asset should have an owner who is responsible for making sure the asset is meeting its requirements (the IAO), and that risks and opportunities are monitored. The Senior Information Risk Owner has overall responsibility for the IAR with Group Managers acting as Information Asset Owners

Addressing the issues outlined above will help increase the effectiveness of the organisation in making robust evidence based decisions and support the provision of information and data to our customers and partners.

Appendix 2 sets out the high level information management governance arrangements.

10. Areas identified for further development:

To help achieve the desired vision and meet the challenges outlined, areas for further work have been identified, including:

- Review and update the current suite of policies and procedures, many of which require review to ensure they are up to date and relevant to ever changing circumstances. In particular, the Council needs to ensure it has up to date policies and practice to withstand a cyber-attack and deal with 'disaster recovery'.
- Increasingly systems are hosted by third party organisations. Any data that is handled or processed on behalf of the Council by contracted third parties remains the responsibility of the Council. An on-going assessment of information security is, therefore, required to assess the adequacy of security controls for all applications/systems/projects/services that host or process SBC data, prior to systems going live, after a major change or at regular intervals.

It is essential, that where suppliers/contractors are handling personal information on behalf of the Council, the Council ensures the same standards in handling information as it has for itself. This includes ensuring all contracts include appropriate information security arrangements - with, for example, appropriate non-disclosure agreements, information security policies and relevant data protection clauses.

- Enhance the levels of understanding by staff of their requirements and the potential for the effective management of information so that security is at the heart of the day-to-day activities and aligned to the business objectives. This includes enhanced use of Privacy Impact Assessments for all projects involving the use of personal information.
- Continue the streamlining of ICT and remaining paper based records management systems, including reducing levels of information stored locally, on personal drives, which could otherwise create a barrier to sharing and collaborating.
- Encourage mechanisms for enabling greater awareness of the potential for the creative use of sharing of, information and data across the Council, with other organisations, including academic institutions and the wider public, including learning from best practice and further development of predictive modelling methodology.

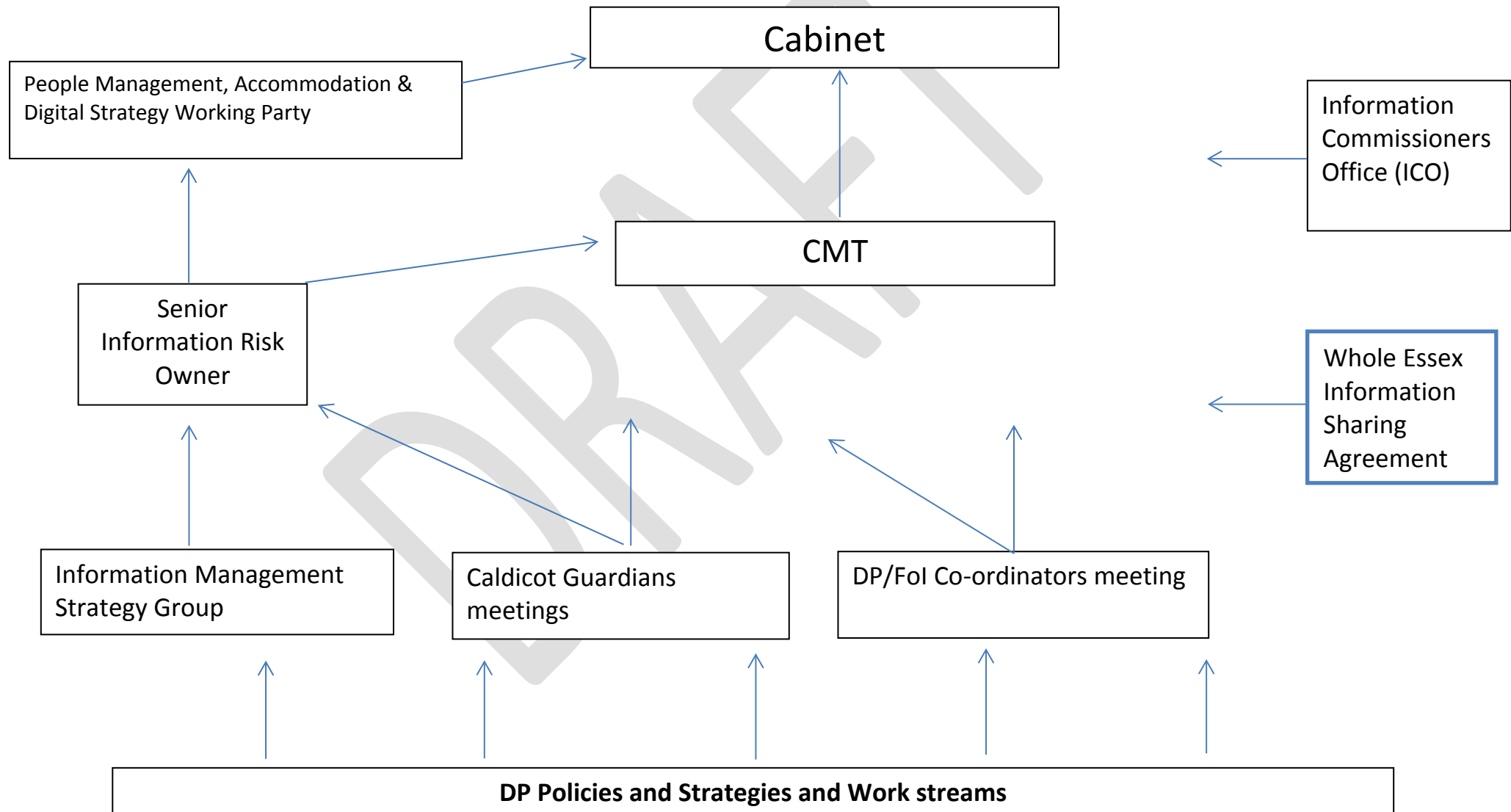
These areas are addressed in Information Management Strategy action plan (Appendix 3), which will feed into and complement the Council's 'Do the Right Thing' programme of support and development for Council managers.

Appendix 1

Key Council Policies, Strategies and Procedures relating to information management

- The Digital Strategy, 2014-18 – ‘A Digital Vision’
- Data Protection Policy
- Breach Management Policy
- Incident and breach management procedures
- The Council’s Web strategy
- The Whole Essex Information Sharing Protocol
- Records Management Policy
- Document Retention and Disposal policy and Guidance
- ICT Security policy
- Disaster Recovery policy and process
- Home working and flexible working policies
- Confidential Waste Policy
- Information Asset Register
- Social Media Strategy
- Project management guidance
- Contract procedure rules and procurement guidance
- Joint Strategic Needs Assessment (JSNA)
- Business Continuity Plan/s
- Council’s Publication Scheme
- Council’s Freedom of Information policy and procedure

Southend Council Information Management Governance



Information Management Strategy 2016 - Key actions:**Appendix 3**

No.	Action	Objective	Target Completion Date	Responsibility
1	Undertake preparatory work to implement the General Data Protection Regulation, to ensure the Council is appropriately prepared by 2018 (GDPR),	Ensure the Council is compliant with the regulation and is able to use it to best effect.	April 2018	Team Manager – Policy & Information Management
2	Data Protection (DP) – Ensure a comprehensive DP action plan is in place and is reviewed on a regular basis.	Ensure the current action plan is up to date and provides an overview of the actions required to be undertaken in relation to DP and security.	On-going	Team Manager – Policy & Information Management
3	Ensure all contract managers take data governance arrangements into account when letting contracts, with contracts explicitly addressing the data security and sharing issues required.	Ensure all third parties delivering services on behalf of the Council have appropriate information security and management arrangements in place. This is likely to require standard wording for contracts and implementation of Privacy Impact Assessments.	Dec 2016	Data Governance Advisor/ Group Manager Procurement
4	Raise the awareness for the requirement to undertake Privacy Impact Assessments (PIAs) and Data Protection by Design for all Council projects involving the holding of personal data.	Ensure all projects requiring the holding of personal information undertake a Privacy Impact Assessment. It is also good practice to adopt a Privacy by Design approach and to carry out a PIA as part of this. This encourages a data minimisation approach.	Mar 17 and on-going	Data Governance Advisor
5	Review, update and implement the Council's Document Retention and Disposal Policy	Ensure the Council is legally compliant and that data quality is as good as possible.	Sept 2016	Data Governance Advisor/ All service managers

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No.	Action	Objective	Target Completion Date	Responsibility
6	Ensure compliance with the Local Government Transparency Code	Ensure the Council is legally compliant and providing information in a way that can be used innovatively by others.	On-going	GM – Policy, Engagement & Communication
7	Creative use of information	Develop a framework for enabling the more creative use of Council information, including the Council’s approach to ‘Big Data’ and enlisting the support of third parties, such as local universities, to help facilitate this.	March 2017	Information Management Group
8	Undertake a data mapping exercise to identify all personal / sensitive information transfers and update records, including Information Asset Registers to ensure additional or changed transfers are identified	Help to ensure there is a common understanding of what information is available across the organisation and, help protect information in transfer.	Sept 2016	Data Governance Advisor
8	Develop an updated communications plan for disseminating this strategy and data protection requirements generally across the Council.	Staff take responsibility for customers’ information needs and security. They understand the broad possibilities in using information to add value and effectiveness to their service as well as the risks of not doing so.	On-going	Data Governance Advisor
9	Undertake regular data protection awareness raising and training for members.	Ensure members are aware of their legal obligations in appropriately holding and using personal data	On-going	Head of Legal & Democratic Services
10	Data Sharing – continue to promote appropriate data sharing with partner organisations in line with the Whole Essex Information Sharing Agreement	Enable effective sharing of information between partnership organisations and ensure the requirements in sharing information is made explicit	On-going	Group Manager – Policy, Engagement & Communication

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No.	Action	Objective	Target Completion Date	Responsibility
		managers responsibilities.		
11	ICT Security – Ensure a framework of ICT security policies and procedures are in place covering the governance of security of people, information, assets and systems. The framework is monitored, enforced, audited and reported to ...	Ensure the Council is able to resist a cyber-attack, minimise the risk of data breaches and ensure it is legally compliant	Mar 2017	Head of Customer Services/ Group Manager ICT
12	Cyber Security – Implement the Cyber Security action plan.	Put in place precautionary measures to prevent cyber security attacks on the Council and cyber fraud	Mar 2017 and on-going	Head of Customer Services/ Group Manager ICT
13	ICT Disaster Recovery – Implement the revised disaster recovery strategy, putting in place a hybrid cloud solution enabling active sharing of data with Thurrock Council	Ensure data can be used in the event of a catastrophic failure of the council's ICT systems.	Mar 2017 and on-going	Head of Customer Services/ Group Manager ICT
14	Complete the installation of the new Data Centre and the Civic Centre	Ensure data is stored securely and is capable of being recovered in the event of service interruption		Head of Customer Services
15	Digital Strategy - Implement the Council's Digital Strategy action plan	To provide the foundations for developing Southend as a Smart City, putting in place the required digital infrastructure to provide super-fast connectivity for residents, businesses and other stakeholders.	Mar 2017 and on-going	Head of Customer Services
16	Smart City – Develop the borough's Smart City strategy, building on the	To make Southend a place where the quality of life and local economy is improved, while reducing the	Mar 2017	Head of Customer Services

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No.	Action	Objective	Target Completion Date	Responsibility
	Council's Digital Stratgy.	impact on the environment. Intelligence and insight are combined enabling services to be redesigned to meet a shared understanding of need. Citizens can take an active part in local decision making.	and on-going	
17	Continue the drive to remove or archive remaining paper information across Council offices.	Review current processes and change operational methods to help make remaining paper records appropriately digitised.	On-going	Corporate Director, Corporate Services
18	Ensure the Joint Strategic Needs Assessment is complete, updated regularly and available online.	Provide an evidence base for the current and future health and well-being needs of local people which will inform and guide the commissioning of health, well-being and social care services	On-going	Director of Public Health
19	IG Toolkit: Ensure recommendations from the IG Toolkit audit are implemented. Incl. Data mapping exercise to identify all Personal / Sensitive information transfers and update records to ensure additional or changed transfers are identified	Enables the Council to demonstrate that it is legally compliant and can be trusted to maintain the confidentiality and security of personal information. Enables the sharing of sensitive personal information, meaning the Council's public health and social care requirements, in particular, can be undertaken.	Mar 2017	Data Governance Advisor
20	Information Asset Register: ensure the register is maintained and up to date and available on the Council's intranet site	Provides a comprehensive list of information management systems and where the Council's data lives. It will also provide a basic form of classification for the data.	On-going	Data Governance Advisor
21	Further examine the intake of Fols for recent years to identify common themes which could pre-empt further requests/ make responses easier	To reduce the number of Fols received by the Council and make responses easier to deal with.	On-going	Senior Knowledge and Information Advisor

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No.	Action	Objective	Target Completion Date	Responsibility
22	Establish an information and data cross departmental officer community of practice	Help identify current data sources, improve the use of information and identify and disseminate good practice.	Sept 2016	Team Manager – Policy & Information Management
23	Review 'Section 29' requests	Ensure appropriate signposting of 'Section 29' requests made by the Police to ensure they are responded to promptly	Oct 2016	Caldicot Guardian & Data Governance Advisor

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