



Strathclyde Partnership for Transport Information Management Strategy

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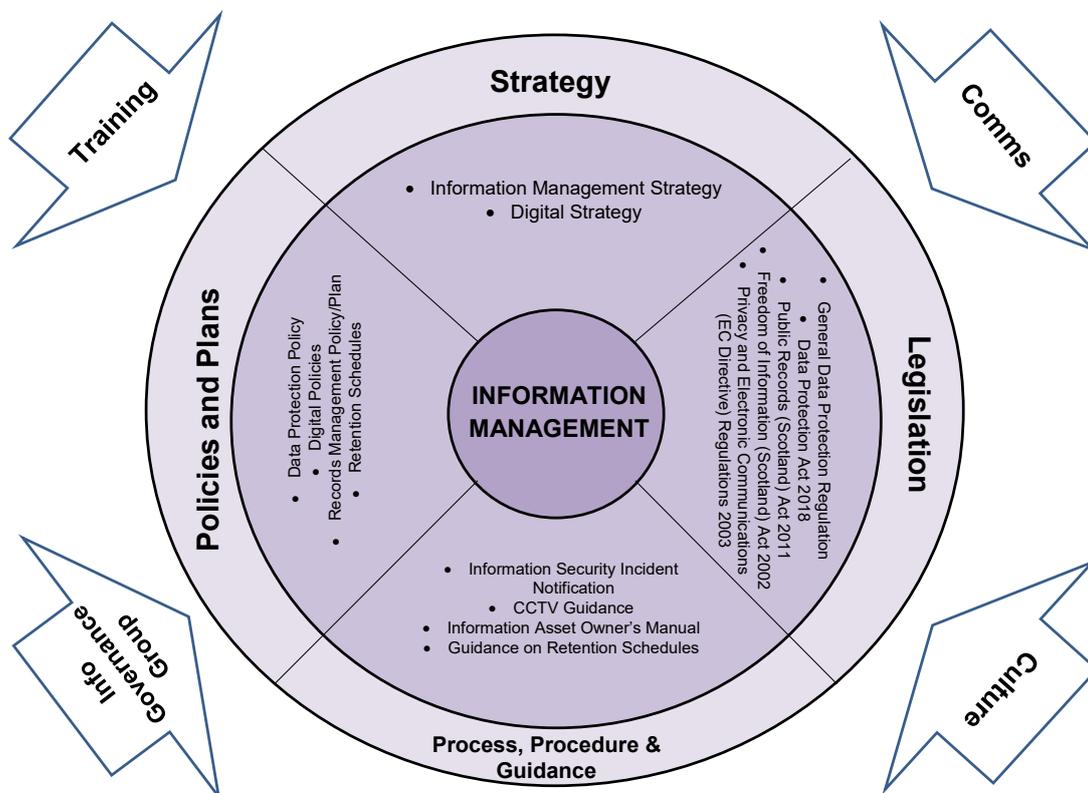
Contents

1. Information is critical to every part of SPT's business.....	1
2. Why does SPT need an Information Management Strategy?	2
3. Who is this strategy for?.....	2
4. Information Management benefits	2
5. Provide good Information Management.....	3
6. SPT employees will know what information we hold, where we store it and when it should be destroyed.....	4
7. SPT will collaborate with others to share knowledge and information	4
8. SPT employees will know how to protect information and manage it appropriately	5
9. Have the skills needed to manage information.....	7
10. Through a range of development opportunities.....	7
11. Through a culture which encourages information management skills	7
12. Through development of information management capability	8
13. Through a culture which values information and knowledge.....	8
14. By effectively communicating the information management message	9
15. By clearly communicating SPT expectations for creating and using information.....	9
16. Provide the technology required to manage information	9
17. Strategy in practice	10

"An investment in knowledge pays the best interest."
~ Benjamin Franklin

1. Information is critical to every part of SPT's business.

- 1.1. Managing and using information correctly, protecting it appropriately and making it available to both stakeholders and the public enables the Partnership to fulfil its objectives, deliver improved services and increase our standing with the public.
- 1.2. With the advent of the General Data Protection Regulation (GDPR) in May 2018 and SPT's continued focus on reforming and improving records management, it is essential that we sustain our focus on information management so that stakeholders, the public and other organisations can maintain trust and confidence in the way SPT operates.
- 1.3. In responding to the changes in legislation and the on-going efforts towards constantly improving transparency and accountability in terms of information management, SPT is fully embracing the move towards greater openness, thereby strengthening collaboration and accountability.
- 1.4. This information management strategy sets out SPT's approach to managing our knowledge and information to achieve the right balance between making information more widely available to the public, whilst ensuring that adequate protection is in place.



2. Why does SPT need an Information Management Strategy?

- 2.1. Information exists in many forms e.g. policy documents, reports, minutes, statistics, operational data, ticketing data, it is held electronically. Across SPT we use this information to achieve our objectives– whether it is delivering services, formulating policy, reporting to members or communicating effectively.
- 2.2. To maximise the potential benefit from SPT’s information we need to manage it efficiently, re-use it where we can, share it appropriately, store it safely and destroy it in line with our retention policies. Information that is not managed properly may be lost, shared with the wrong people or impossible to locate.
- 2.3. In addition, there is external scrutiny of how public bodies, like SPT, manage their information and with this comes significant reputational and financial risks should we fail to comply. This strategy is pivotal in our move towards greater openness and transparency around the information we hold and aims to provide a framework and focus around managing our information throughout its lifecycle.

3. Who is this strategy for?

In short – EVERYONE!

- 3.1. All SPT employees need information every day in order to do their jobs – the organisation cannot function or meet its objectives without it. It cannot be stressed enough that this strategy isn’t just for those working in “information roles” in SPT: it is for all SPT employees – for every role, every grade, in every part of the organisation. This strategy outlines what ‘we’ as SPT need to do to manage our information better.

4. Information Management benefits

- 4.1. Improving the way SPT manages its information brings a number of benefits both to the individual, to services, and to the Partnership as a whole.
- 4.2. Good information management provides the benefits outlined in the following table:

Benefits for SPT	Benefits for Our Employees	Benefits for Customers
Enables us to provide a more effective service to stakeholders and the public with greater transparency around the information we hold	Finding the information you need quickly and easily	Delivery of more efficient, cost effective services
Preserves our reputation and enables us to meet expectations of how we will manage all information	Knowing what information you need to keep and what you can dispose of – removing duplication and ending the “I’ll keep it just in case” approach	Ensures that we make the best use of information
Enables staff handling subject access and Freedom of Information (FOI) requests to locate and retrieve information easily	Knowing where to keep information, how to save it and how to dispose of it	Increases the transparency of our data, enabling the public to participate in decision making
Builds trust in the quality of our information both for staff and the	Working more efficiently, making best use of resources – re-using	Increases understanding of what SPT does

public	information created by you or others and not re-inventing the wheel	
Supports informed decision and policy making	Working more collaboratively – making best use of skills and knowledge;	Enables the public to engage and collaborate with SPT
Ensures compliance with legal requirements	Knowing what information you can share and with whom	Enables the public to hold SPT to account
Preserves for the public record decisions being made now which will become our history in the future	Knowing what information needs to be protected and what should be made available to the public	
Increases our efficiency by enabling us to get the most out of the information we hold and to re-use it, thus avoiding re-work	Providing assurance that risks are reduced and that you are complying with your responsibilities under legal requirements.	
Ensures that our information is protected and secure and in turn, reduces levels of information-related risk		
Provides confidence and assurance that we are managing information risk		
Through the role of the Information Governance Officer ensure that we meeting our information handling obligations		

5. Provide good Information Management

5.1. Where appropriate to their role, staff in SPT should:

- know what information is held, where we store it and when and how it should be destroyed;
- collaborate with others to share knowledge and information;
- know how to protect information and manage it appropriately;
- have the skills needed to manage information;
- know what's expected when creating and using information;
- have the digital knowledge and support required to manage information, including when escalation of information management matters is necessary; and
- know that this matters because they are part of an organisation that values knowledge and information.

6. SPT employees will know what information we hold, where we store it and when it should be destroyed

6.1. Providing staff with the right tools for managing information and training them in using those tools will help everyone to know and understand what information is available to them, why it's being held and where it's stored.

6.2. SPT will:

- reduce the volume of information that we hold by only keeping information where there is a business need in line with statutory requirements, such as the Data Protection Act 2018 and GDPR;
- increase staff awareness of the information that they create, e.g. avoiding unnecessary emails and re-using information to avoid duplication;
- increase the use of shared corporate repositories enabling quicker responses to subject access and FOI requests and improving our understanding of what we hold and what can be made available to the public. This increases our ability to be open and transparent;
- maintain our knowledge of the information held by each service through the maintenance and development of our Information Asset Register (IAR);
- adhere to retention schedules. We will securely dispose of information when we no longer require it;
- identify vital records and manage them effectively in order to facilitate re-use and comply with requirements;
- find effective solutions for managing our electronic information; and
- recognise that websites and other online systems form part of our information resource and so also need to be effectively managed.

7. SPT will collaborate with others to share knowledge and information

7.1. We need to share information and knowledge with colleagues, business partners, stakeholders and the public as appropriate – and understand the benefits that this brings. We must recognise that sharing and protecting are complementary activities, and are not mutually exclusive.

7.2. Information and knowledge are key corporate assets and we all have a responsibility to share and re-use them to release their value and maximise benefits to SPT and the public. Data held by SPT should be open to re-use unless there is a good reason why this is not the case.

7.3. Lessons learned from within the public protection network have highlighted the necessity of sharing information to ensure public safety. We must make the right information available to the right people, at the right time in accordance with legislative requirements. SPT will advocate:

- a risk-based approach to sharing to ensure information and knowledge are shared responsibly;

- active sharing and re-use of information to meet the business need;
- sharing of appropriate information with the public to meet government commitments on transparency and accountability; and
- facilitate the re-use of data to increase economic and social value.

7.4. In order to have a clear picture of SPT information sharing activities. We must:

- maintain common data sharing principles and agreements, and work to embed these across the Partnership;
- maintain a clear picture of who we need to share information with, such as stakeholders and suppliers, and manage this in a responsible way; and
- develop a clear picture of where information and knowledge resides across the organisation, as well as the interdependencies (e.g. Health & Safety, operational teams etc).

7.5. SPT will:

- encourage sharing and re-use by knowing what information we have and where it is stored. We will give staff tools which support secure sharing and collaboration – increasing access to information through common repositories and by improving search facilities; and
- enable learning from each other's experience, sharing best practice and lessons learned in a meaningful way.

8. SPT employees will know how to protect information and manage it appropriately

8.1. By adopting a more strategic approach to information management we can better identify and mitigate associated risks.

8.2. SPT will maintain a proactive, planned, proportionate approach to information risk and security. Our response to managing information risk will be appropriate and balanced with business need, enabling staff to do their jobs whilst safeguarding information.

8.3. We must work to build an environment where staff are risk aware and have the confidence to seek the appropriate advice and share information. Whilst properly protecting information, we will appropriately and effectively share information in order to protect and inform the public. It is essential that we communicate to staff that the protection and sharing of information are not opposing principles.

8.4. SPT will:

- monitor compliance with information security policies, ensuring that procedures for handling breaches are strictly adhered to, and lessons learnt are incorporated into policies and ways of working;
- support secure information sharing across SPT and external boundaries, such as supporting our work with external reviewers on projects and

programmes, whilst ensuring that we adopt a proportionate approach to sharing between users;

- explore secure ways of working with evolving technologies, including social media and collaborative work spaces, ensuring that staff are informed about their responsibilities when using them at work, and are held to account;
- continue to develop digital solutions which are already in place for protecting information, ie file encryption and use of passwords to access information;
- acknowledging information requirements in business continuity procedures, by identifying those information assets which are business critical and protecting them accordingly;
- provide adequate training to all staff who deal with information and help them understand their role and responsibilities;
- provide on-going access and usability of information through and after data migration and business change; and
- align with government guidance on cyber resilience.

8.5. SPT will give staff the tools and skills to protect information and manage it appropriately. All staff will have access to tools which:

- protect information and provide secure storage, access and availability;
- enforce security protocols such as access controls (passwords), and help them follow the rules; and
- enable secure sharing and collaboration.

8.6. Through new policies and procedures, training and communication staff will:

- know why managing information is crucial and that they understand the potential impact of not adopting this approach for each service, SPT as an organisation and the public;
- know and understand that they have a personal responsibility to manage information-related risk;
- know and understand that our responsibility for managing risk extends to external partners, e.g. contractors/suppliers, partner authorities and other stakeholders;
- know and understand the current and revised protective markings scheme and the different handling controls required for different types of information;
- be confident in storing information securely, applying access controls appropriately to information held in the department's systems.

9. Have the skills needed to manage information

9.1. SPT will provide all staff with the knowledge, skills and support they need to manage information and use it appropriately. We will build information management capability:

- through information management training and advice; and
- through a culture which encourages information management skills.

10. Through a range of development opportunities

10.1. SPT will:

- ensure that information management awareness is reflected in the development needs of everyone in SPT throughout their career;
- train staff to use technology, such as collaboration tools, to increase skills and achieve their maximum potential;
- support staff to develop the information management skills appropriate for their roles – through training and guidance which is relevant to their responsibilities and focuses on priorities: what they need to know, and not on what they don't;
- where appropriate, ensure that staff complete mandatory e-learning training on an annual basis;
- provide staff with a clear picture of their responsibilities, e.g. combining elements of transparency and information management;
- monitor and evaluate the effectiveness of information management training material and guidance on an on-going basis;
- provide guidance to increase staff awareness of the handling requirements for different types of information, e.g. personal data and statistics;
- encourage managers to lead in cultivating good information management behaviours and knowledge sharing activity which staff can emulate;
- increase managers' awareness of their responsibility to encourage take-up of development opportunities and to ensure that what is learnt is put into practice; and
- encourage champions in each business area to promote good information management and knowledge sharing practices.

11. Through a culture which encourages information management skills

11.1. SPT will:

- work to create an environment where information management skills are recognised and valued – in the same way that management, communication, project management and financial management skills are;

- work towards a position where good information management skills are seen as core skills required by all SPT staff; and
- work towards recognising information management skills and behaviours in the performance management process. Similarly, poor information management skills or behaviours will be addressed and training needs identified.

12. Through development of information management capability

12.1. SPT will:

- make details readily available so that staff know who to contact when they require advice or guidance on information management and ensure that help is readily available; and
- develop a clear picture of knowledge and information management capability across SPT, identifying skills gaps and putting in place a mid- to long-term skills development plan for staff to ensure that our skills continue to meet the needs of the Partnership.

13. Through a culture which values information and knowledge

13.1. SPT will continue building a culture:

- which values information and knowledge and recognises the consequences of not sharing;
- where staff have confidence and trust in the quality of our information and in making it available to the public, unless there are reasons for not doing so, such as privacy or security;
- which values protecting information appropriately;
- where good information management is everyone's responsibility and part of how people do their jobs every day;
- where managing information is an enabler to our business and not an additional responsibility;
- where we anticipate future information management requirements, planning proactively to improve our efficiency and effectiveness and not just react when things go wrong;
- which builds on previous information management activity and learns from experiences;
- where policies are accessible, understood and followed by staff;
- which encourages collaborative working;
- where staff apply the same information management principles in projects or programmes as they would to their business as usual work; and

- which values corporate benefits over individual benefits thus encouraging the retention of knowledge.

14. By effectively communicating the information management message

14.1. SPT will increase staff awareness of the importance of information and raise the profile of information management across the business.

14.2. SPT will communicate:

- the benefits of good information management both to the individual employee and SPT;
- the risks and potential impact of poor information management; and
- our culture to staff, our partners, and contractors.

14.3. We will do this by:

- using a range of communication tools appropriate to different audiences and targeted to particular roles and functions; and
- building messages about information management into general communications and activities.

15. By clearly communicating SPT expectations for creating and using information

15.1. SPT will clearly outline what is expected of staff when creating and using information through comprehensive information management policies, training and guidance.

15.2. A crucial part of using and managing information effectively, is our understanding of how and why we need to manage it.

15.3. Information management is governed by legislation, policies and codes of practice that govern the use and storage of information. Knowing when a policy or standard applies will increase awareness and application of learned behaviours.

16. Provide the technology required to manage information

16.1. SPT will endeavour to provide all staff with the technology they need to support the information management good practice and behaviours set out in this strategy through:

- moving the organisation to a common digital infrastructure;
- ensuring that information management requirements are key to technology decision making;
- giving staff access to appropriate technology; and
- the use of data storage infrastructure which meets the needs of the business and the user.

16.2. Through ensuring that information management requirements are key to IT decision making SPT will achieve the aims of this strategy. We need to ensure that our information management requirements are aligned and that information management needs are a key factor in the making of decisions. These information management solutions will include: the business classification scheme and design of new systems; the implementation and management of systems; the management of legacy systems and data migration; and the secure disposal of information. New approaches to holding data, such as cloud, will have implications for how we manage and protect our information. In working to address these objectives, we must focus on the information and content within systems and not the tools used.

17. Strategy in practice

17.1. It is essential that every SPT employee understands who is responsible for its information management systems, information management strategy and policies, and information held.

17.2. The governance structure put in place will support knowledge management and information management activities across SPT.