

**The Knowledge and Information Management
Landscape in Scottish Local Government
Scoping Study
July 2008**

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CONTENT	Page
Summary	2
Background	5
Research approach and respondents	5
Nature and scope of IM and KM activities in councils	6
Potential knowledge and IM links with other staff groups	7
Use of information resources in councils	8
Professional network support for practitioners	9
Potential for next steps for the IS	9
Conclusion	10
Annex A - IM practitioner roles	11
Annex B - Council research and information job titles	16
Annex C – IM/KM networks and supporting organisations	17

SUMMARY

The Improvement Service's (IS) knowledge management statement commits us to *"Supporting Scottish local government to underpin improvement through capture, sharing and faster uptake of its collective knowledge, innovative methods and leading practice."* It also states that we are only one of a number of stakeholders in this area and that we need to work in collaboration with others. This collaborative working takes place at a number of levels starting with Senior Management teams and Senior Elected Members. However, at officer level, identifying partners and champions has been a challenge as there is no clear picture of the information and knowledge management landscape in Scottish local government. We, therefore undertook this scoping study to identify:

- information and knowledge focused practitioners within Scottish councils;
- the nature and scope of information management (IM) and knowledge management (KM) activities in Scottish councils;
- local authority engagement in information management professional networks;
- activities and support provided to local government practitioners by information management networks;
- opportunities for local government IM practitioners to collaborate and share knowledge;
- opportunities for the IS to support this community and improve information and knowledge-sharing;
- capacity and interest of this group for broader KM involvement within their council;
- any messages about the key knowledge and information resources available (or not) to local council employees.

What is information and knowledge management?

There are many definitions in this field and a pragmatic approach is required in order not to be too inclusive or too exclusive. For working purposes we used the following approach:

- Information management (IM) practitioners are those who are involved in managing information as a resource to be exploited for business purposes, whether information is in books, computer files, databases or on paper – externally or internally sourced and hosted. The management of information includes planning, collecting, organising, exploiting, disseminating and disposing of information.
- Knowledge management (KM) practitioners may be engaged in similar activities but they additionally or alternatively focus on the "tacit" expertise and knowledge that exists in people's heads rather than information that has already been codified and stored. KM practitioners are therefore involved in capturing, sharing and supporting the use and re-use of knowledge between people and across communities.

Key findings

- There are significant numbers of information focused practitioners across Scottish local government though few with a specific knowledge management remit.
- Practitioners tend to be focused on specific professional areas - records management, librarianship, FOI etc. - often within specific service areas rather than at a corporate, central level.
- Practitioners tend to be well networked externally in their specific discipline, for example record managers will be in contact with other record managers. This does, however, vary across councils with some more connected than others.
- There appears to be limited coordination between information and knowledge management practitioners within councils.
- Few councils employ information managers with an overarching role bringing together different elements of information management.
- Within councils there tends to be low levels of awareness of work done by other information and knowledge management practitioners and the potential for collaboration between them.
- There are many practitioner networks focused on dimensions of information or knowledge management, but often poor levels of awareness of related networks and poor coordination between these networks.
- Information management activity is often focused on compliance with legislation but the drive to improve the customer experience may be encouraging greater exploitation of information and knowledge as corporate assets.
- At least one service in 23 of the 32 Scottish councils subscribe to the IDOX information service.
- Five councils have council-wide subscriptions to the IDOX service, the mean number of services subscribing to IDOX across councils is 2.5 (excluding the corporate subscribers).

These findings are supported by John Mitchell's academic study of knowledge management in Scottish local government published in 2007.¹ Mitchell found that overall levels of awareness of knowledge management were low across Scottish local government, with knowledge management emerging mainly in those areas associated with reform and improvement. Mitchell also identified that the agendas which have the potential to drive knowledge management generally sit within an IT paradigm.

Additional outputs

In addition to the main research report, key outputs of this project include a list of potential information and knowledge focused contacts in Scottish councils for use by the IS if a decision is taken to undertake further research or specific IM related projects. These contacts were identified by asking interviewees for their key contacts and to share any contact lists they had for specific groups. Direct contact with individuals identified will need to be undertaken to confirm level of interest.

The research project also involved identifying IM/KM networks and associations which include Scottish local government members. Information about these bodies and details for the key contact are available in Annex C.

¹ Mitchell, J. (2007) Knowledge management in the Scottish local government context (masters dissertation submitted to Robert Gordon University) accessed at www.improvementservice.org.uk/component/option,com_docman/Itemid,43/task,doc_download/gid,1698/

Opportunities for next steps

This scoping study was designed to identify whether there were significant information and knowledge focussed practitioners in Scottish local government. The intention was that this scoping study could lead to two additional phases of further research:

1. High level survey: to identify the number, location, skills and competences of IM/KM staff, the services they provide, the cost of that provision and opportunities to collaborate on shared approaches, resources, procurement or services.
2. Opportunities: structured workshops may be used as the basis for exploration of specific opportunities for action with the IM practitioner community.

Given the richness of information identified in the scoping study it appears that a high level survey would not add much to the picture of information management practitioners. An activity running parallel to this study has led to the development of a Scottish Knowledge Management Network for which IS KM staff are part of the team of facilitators and which is using the IS/IDeA collaboration platform (www.communities.idea.gov.uk) for virtual networking. This too has enabled us to gain a clearer picture of the landscape.

However, as there does appear to be an issue of coordination between information management practitioners, there may be significant benefits that could be gained from structured workshops within or between councils in terms of promoting awareness of the other information and knowledge focused activities undertaken by different practitioners. The information management practitioners identified through undertaking this scoping study could be the initial invitees to such workshops.

If it is accepted that knowledge and information are important corporate resources held by councils which need to be fully exploited, then those involved in the management and exploitation of them should be skilled and supported. The IS could contribute to developments in this area in a number of ways and it may be useful to explore these options in structured workshops with the IM/KM community. The IS could support the community by:

- Bringing information and knowledge management practitioners together within a council or across a number of councils, around a specific task or area of work. Perhaps holding workshops around specific issues of concern to individual councils.
- Playing a role in connecting existing professional associations, raising awareness of existing information and knowledge networks and undertaking work to map the current landscape.
- Providing IM/KM advice and support. In particular, one council interviewee commented that they would like help developing an information management strategy. Another interviewee requested assistance and advice around the use of discussion forums on websites. There was also some confusion among interviewees about what knowledge management is and how it fits with information management, so the IS could make efforts to raise awareness about KM and specific KM tools.
- Playing a role in supporting the sharing of information and knowledge management leading practice between councils. There could be work undertaken to encourage actual experiences in using the range of tools and techniques, perhaps through the Scottish Knowledge Management Network.

1. Background to the study

The approach underpinning all of the work of the Improvement Service is intended to:

- promote a learning culture and support collaborative working across councils and their partners;
- build capacity within local government to improve the leadership and management skills of officers and elected members;
- promote and share good practice across Scottish local government;
- encourage the use of knowledge management tools, techniques and behaviours within and between councils to support sharing, learning and business re-design;
- identify good practice and learning from outside Scotland and other areas of the public, private and voluntary sector to share with Scottish local government.

Specifically, the Improvement Service's Knowledge Management team has a focus on supporting councils to share knowledge, expertise and leading practice; to learn from each other and avoid reinventing wheels. To be effective in this work the KM team needs to work with a range of colleagues in Scottish councils, including knowledge and information focused practitioners. Due to limited evidence on information management (IM) and knowledge management (KM) in Scottish local government, the Improvement Service decided to conduct a scoping study to explore the information management landscape.

2. Research approach and respondents

The limited evidence about knowledge and information focused practitioners within Scottish local government meant there was an initial need to identify a small number of practitioners and then gradually build up understanding of the landscape and identify further contacts. To achieve this we initially focused on information management associations and networks whose membership included Scottish local government practitioners. We then adopted the snowball interview method, whereby, each contact was asked to identify others from associations, networks and local authorities with whom we should speak.

Twelve individuals were interviewed for this scoping study. Details of participants' organisations and job titles are recorded below. This included contacts from five councils.

Organisation / Network	Job Title
CILIP/ SLIC	Director
Edinburgh City Council	Librarian
Edinburgh City Council	Records Manager
Glasgow Council	Librarian
HJBS Ltd / Record Management Society (Scotland)	Consultant
Idox – Information Service	Director
Idox – Information Service	Customer Services Manager

North Lanarkshire Council	Information Services Manager
SOCITM Scotland	Secretary
South Lanarkshire Council	Information Adviser
Stirling Council	Records Management Officer
Stirling Council	Information Compliance Officer

In addition, information was received from the Information and Knowledge Management Officer from Aberdeen City Council.

The emerging findings from this scoping study were presented at a workshop at the Record Management Society Conference, Edinburgh (22 April 2008). This workshop included participants from a number of Scottish councils who provided additional feedback on the initial findings.

3. Nature and scope of IM and KM activities in councils

Information and knowledge focused practitioners in Scottish local government tend to be focused on specific activities such as archiving, records management, data protection, Freedom of Information (FOI), librarianship, research and information creation. There appears to be very few information or knowledge focused practitioners who undertake a broad range of activities, spanning information or knowledge creation, capture and sharing. In addition, there appear to be few information or knowledge focused practitioners who fulfil a strategic role for information and knowledge management across the local authority. One exception to this is Aberdeen City Council which employs a knowledge and information officer with responsibility for implementing the Council's Corporate Information and Knowledge Management Strategy.

A number of information management posts across Scottish councils appear to be focused on compliance issues, rather than on ensuring information exploitation to ensure effective corporate and service delivery.

Indicative information about the day-to-day activities of these information and knowledge practitioners is provided below. These responsibilities are sometimes separate but in some councils an individual fulfils a combination of these duties. For instance, in East Ayrshire a corporate Records and Information Manager fulfils record management, data protection, FOI and information management functions for the local authority, whilst in Dundee City Council, the council devolves record management functions to the services, and combines record management, data protection and FOI responsibilities.

The research identified a number of types of posts and roles being undertaken within the umbrella of knowledge and information management. The roles identified during this research are listed below. Fuller information about these roles is provided in Annex A.

a) Records Managers and Archivists

An interviewee who has worked as a consultant in the sector estimated that on average each council employs one records manager and often one archivist. This perception was supported by another interviewee who agreed that most councils have one records manager, but highlighted that these practitioners fulfil very different roles. A few of the smaller councils do not have a dedicated records manager.

A number of interviewees identified that the majority of information management activity is driven by compliance issues, so the focus tends to be on complying with FOI and data protection legislation. This view is supported by the high number of legal professionals with data protection and FOI issues and the job title of one of the people interviewed for this study with responsibility for these issues, "Information Compliance Officer", implying a focus on complying with legislation rather than viewing knowledge and information as assets of value to the organisation.

b) Data protection and Freedom of Information

Interviewees perceived that most councils have officers who fulfil a coordination or advisory role on FOI and data protection, and additional officers across the range of council services who fulfil some data protection and FOI duties. These responsibilities tended to be additional to other duties. These officers often appear to be from a legal background, again highlighting the emphasis on compliance. It was also identified that the majority of councils have established FOI working groups to coordinate activity and share experiences.

c) Information services

Two interviewees with information service roles were interviewed for this project. One was an Information Services Manager at North Lanarkshire Council and the other was an Information Adviser from South Lanarkshire Council. These interviewees were involved in developing information management strategies for the council and creating, maintaining and developing content for the council internet and intranet.

A key characteristic of the information management strategy under development for North Lanarkshire is the focus on the customer/service user. This focus on information management from the perspective of the customer means that the information service manager post sits within the team responsible for other customer focused initiatives including introducing customer relationship management software, e-planning and identity cards. This positioning of information management as a direct customer service issue perhaps explains why the information management strategy appears to be viewed as a high-level issue.

d) Librarians

Few councils appear to employ librarians focused on providing information services for council employees (as opposed to librarians serving the general public). Edinburgh City Council and Glasgow City Council both have a central resource centre/library providing services for council staff.

4. Potential Knowledge and Information Management links with other staff groups

Although not interviewed as part of this scoping study the interviews highlighted strong links between the work of information and knowledge management practitioners and certain other staff teams within councils. In addition to IT teams, three groups with particular links to IM and KM are corporate communications, organisational development (OD) practitioners and research and information officers.

a) Corporate communications

The majority of information focused interviewees mentioned corporate communications staff as key stakeholders. Corporate communications staff generally fulfil internal and external roles, their focus being on public relations. The internal focus of Corporate Communications tends to include responsibility for producing and disseminating council publications, adding content to the intranet,

sharing copies of minutes of senior management team meetings and departmental meetings, producing staff newsletters or magazines and compiling updates for team meetings. They also often have external responsibilities, such as media relations, website content and producing council publications for an external audience. In some councils the IM/KM and Communications staff had strong links; in others there appeared to be lack of understanding about respective roles. One positive example was in South Lanarkshire where corporate communications sits with a range of other information-related staff on working groups dealing with issues such as records management and the council intranet.

b) OD practitioners

An obvious gap in this scoping study is OD practitioners, who were not specifically targeted during this research. However, it is clear that some OD professionals have an interest in knowledge management and the KM team are beginning to identify key contacts and engage with them.

c) Researchers and information officers

The Improvement Service has undertaken a separate exercise to identify research and information focused staff in the sector and explore in detail what they do. Over 200 contacts focused on research and information have been identified, the job titles for which are available in Annex B. Further work has also been undertaken to understand their roles.

In October 2006 a short survey was conducted into research in Scottish local government, exploring the types of activities undertaken by Scottish local government researchers and their training experiences.² In addition in October 2007 an exercise was undertaken to collate details of specific research activities undertaken in Scottish councils.³

5. Use of Information Resources in councils

This part of the research was fairly limited in focus and provides a snapshot only of some of the detail in this area. Interviewees were asked whether there were specific information services and resources they used.

At least one service in 23 of the 32 Scottish Local authorities subscribe to the IDOX information service. However, only five of these councils have council-wide subscriptions to the IDOX service: Aberdeen City, Edinburgh, Falkirk, Glasgow and North Lanarkshire. Of the non-corporate subscribers to IDOX, the planning or development services were most likely to have an IDOX subscription (10 of the 18 non corporate members), followed by housing (9), social work/care/services (7) and Chief Executive's Office (5).

It is difficult to determine how widespread subscription to IDOX is within a particular council because sometimes subscriptions are on a team or department basis rather than a service basis. By looking through the subscription details it appears that excluding the corporate members most councils have subscriptions for only one service (7 of the 18). However, the mean number of services subscribing to IDOX across local authorities is 2.5 (excluding the corporate subscribers).

² Lightowler, C. (2007) Research and Information Activity in Scottish Local Authorities (Improvement Service) access at

http://www.improvementservice.org.uk/air/component/option,com_docman/Itemid,728/task,doc_download/gid,969/

³ Improvement Service (January 2008) Research Activity Update

http://www.improvementservice.org.uk/air/component/option,com_docman/Itemid,728/task,doc_download/gid,1711/

Other key information services used by local authorities were the NHS library, the social work learning exchange and social care online (to be incorporated into the Social Services Knowledge Portal). Local authorities often also subscribe to trade publications (such as environmental health publications etc) and the info4local service was mentioned by one interviewee.

6. Professional network support for practitioners

The majority of information focused practitioners were involved in specific professional networks. For instance, the librarians were members of CILIP or the Edinburgh Libraries and Information group. The FOI officers tended to be in the SOLAR Freedom of Information, Data Protection and Human Rights Group. Records Managers were often members of the Record Management Society, information managers were often linked in with SOCITM and researchers have the Local Authority Research and Intelligence Association (LARIA). For further information about these networks see Annex C.

However, there is a clear gap in networking between the professional groups; this is a particular issue within councils. Within councils, information focused practitioners often do not know of others within their council fulfilling related roles, and sometimes do not understand how their roles may complement each other. In some councils there are some mechanisms for collaborating, usually working groups, though these rarely include the range of practitioners discussed in this report.

7. Potential for next steps for the IS

This scoping study has highlighted that a potential key issue for councils is the lack of coordination and collaboration between the different practitioner/professional groups. Even where overarching information and knowledge strategies do exist, the practitioners interviewed for this project identified that these tended not to be useful at an operational level, and these strategies are rarely used to bring together the range of practitioners with a responsibility for information and knowledge management from across the local authority. If knowledge and information are important corporate resources held by councils which need to be fully exploited, this study indicates that this is not being consistently addressed at a strategic level with consequent fragmentation and inefficiency at an operational level.

The IS could consider contributing to developments in this area in a number of ways:

- By bringing information and knowledge management practitioners together within a council or across a number of councils, around a specific task or area of work. Perhaps holding workshops around specific issues of concern identified by individual councils .
- By playing a role in connecting existing professional associations, raising awareness of existing information and knowledge networks, undertaking work to map the current landscape and making attempts to connect these existing networks.
- Provision of IM/KM advice and support. In particular one council commented that they would like help developing an information management strategy. Another interviewee requested assistance and advice around the use of discussion forums on websites. Across many interviewees there was also some confusion about what knowledge management is and how it fits with information management, so the IS could make efforts to raise awareness about KM and specific KM tools.

- Playing a role in supporting the sharing of information and knowledge management leading practice between local authorities. For instance, Aberdeen City Council is considering implementation of a range of KM methodologies such as blogs, communities of practice, lessons learnt databases and staff personal profiles. Others are developing Information Strategies or developing processes and tools to underpin introduction of Electronic Records and Document Management (ERDM).

8. Conclusion

This scoping study has:

- contributed to the understanding of the IM/KM practitioner landscape in Scottish councils.
- identified a number of areas where support and activity by the Improvement Service could contribute to the sharing of knowledge and expertise around information and knowledge management across all councils.
- started to identify the community which the IS KM team should be engaging with around improvement to KM behaviours and practices within councils.

Options for specific actions by the IS will be considered with the IS Senior Management team and other stakeholders, in the context of the IS Business and Operational Plans for the next period.

*Improvement Service
Knowledge Management team
July 2008*

Update note – September 2008

A number of Council Business Cases arising from the Diagnostic Pathway Programme have identified that Admin/Document Management is one of the opportunity areas which a number of councils wish to focus on. Undertaking some of the activities noted in paragraph 7 could make a big contribution to helping councils to deliver on their requirements in this area.

ANNEX A

Information Management practitioners' roles

This Annex provides further descriptions of some of the services, activities and roles identified in the scoping study. As the information was in the main derived from the small set of interviews undertaken, it is qualitative and indicative rather than a full picture of the landscape.

a) Records Managers and Archivists

One of the interviewees for this project provided contact details of local authority record managers and archivists, and this information was supplemented with an examination of attendees at various Record Management Society (Scotland) meetings. Contacts were identified in 24 of the 32 Scottish local authorities. Whilst it is possible that some of these contacts are out of date, it is likely to indicate that the post of record manager or archivist exists.

The contact information is consistent with the view that generally local authorities employ just one record manager and often one archivist within a local authority. Of the record management and archivists identified, in a number of the local authorities the posts of record manager and archivist have been combined (for example East Dunbartonshire, Renfrewshire, South Lanarkshire and West Lothian). It was not possible in this exercise to identify whether or not there are other posts reporting to these roles.

The same interviewee also shared a list of various information management/record posts across Scottish local authorities that had been advertised in key professional publications between May 2000 and February 2008. During this time 15 councils have advertised archivist or assistant archivist posts and 17 councils have advertised record manager, record management officer or record officer posts. Therefore, around half of all local authorities have advertised for archivists and record managers during the past eight years. There were two councils that have advertised record manager or archivist posts for which we do not have contact details; Dumfries and Galloway, Orkney. Whilst, this information can provide a rough indication of the employment of records managers in local authorities the information about job vacancies is not comprehensive as it is based on the adverts in a limited number of publications and has been compiled on an ad hoc basis.

This scoping study involved speaking to two records managers, based in Stirling and Edinburgh councils. These interviewees are unlikely to be representative of records managers across Scottish local authorities, particularly as they are both based in the central belt and both these councils employ more records managers than was considered to be usual by interviewees.

Stirling Council employs two records managers and a record manager trainee. Edinburgh Council employs 5 records managers. The record managers in Stirling fulfil the following functions:

- run a central paper records store (currently being re-organised)
- offer a retrieval service (documents retrieved within a half day or within an hour if an emergency)
- arrange confidential shredding for certain records
- advice and guidance on management of records – electronic and paper
- deliver records project work to define fileplans and management rules

The Stirling interviewees perceived that the services they offered were not taken up at the same rate throughout the Council. They thought that Corporate services tend to be the heaviest users in terms of accessing information and Children's Services

were most likely to request information storage (partly due to the different nature of records in these areas). In Stirling the records management function sits within corporate services and has recently been moved to the governance division. The two interviewees from Stirling Council thought this highlighted how information management is increasingly being perceived as a governance issue by the council.

In Edinburgh City Council the record management function also sits within corporate services but in the e-government department. This highlights an emphasis noted by a number of interviews that records management and broader information management activities are usually perceived by the local authority as primarily about IT issues, often to the detriment of an acknowledgement of the role of people or organisational culture.

Edinburgh City Council has a record management policy and the record manager believes his role is primarily to support the implementation of this policy. This includes:

- ensuring that all staff are aware of their responsibilities for managing records, providing records management advice and guidance to staff and users of council records;
- development, maintenance and implementation of retention schedules;
- organising and recording the transfer or destruction of files;
- managing the relationship with the Records Service Centre, the City Archives and other offsite storage facilities;
- monitoring compliance with the records management policy and standards within the Council.

(Edinburgh City Council, Records Management Policy and Standards, 2005)

Unlike Stirling, Edinburgh City Council has contracted out its records storage facilities, so it appears that the record manager is able to spend more time raising awareness of record management issues and providing guidance and developing standards, rather than dealing with the day-to-day issues of running a central paper store.

Electronic Records and Document Management Systems

Neither Stirling nor Edinburgh have introduced an electronic records and document management system (ERDM) throughout the council. Stirling Council has implemented ERDM in two divisions and had planned to roll out the system across the council. However, the interviewees from Stirling believe this has been put on hold at the moment and interviewees perceived little desire to roll out throughout the local authority. Edinburgh City Council is considering introducing ERDM but has already identified that if they do so then different departments will use different systems to meet their differing needs. North Lanarkshire is intending to procure ERDM to roll out throughout the council towards the end of 2008. Glasgow City Council tends to devolve responsibilities to services. There are a number of problems faced at Glasgow by the records management system, for instance, Glasgow City Council's Social Work Service has local directories but staff are unable to access documents from other buildings across the Service. There is also no centralised filing system.

b) Data protection and Freedom of Information roles

The chair of the Local Authority Lawyers and Administrators in Scotland's (SOLAR) FOI, Data Protection and Human Rights Group, identified that the group consists of

50 officers from across local authorities. The chair of the group noted that attendees at group meetings tend to be usually lawyers who have responsibilities for data protection and FOI in addition to other responsibilities. However, it is worth noting that non-legal data protection or FOI officers may be less likely to join the SOLAR group given its remit. Therefore, it is possible that there are other officers with data protection and FOI responsibilities outside the legal profession.

The role of the information compliance officer interviewed for this project involved:

- developing guidance on FOI and data protection for the local authority;
- providing support for FOI requests;
- responding to FOI requests;
- raising awareness of FOI internally and externally.

As only one employee with specific data protection and FOI responsibilities was interviewed for this project we are unable to determine whether their experience is common across local authorities.

One interviewee provided information about FOI and data protection officer posts advertised in key professional publications between May 2000 and February 2008. During this time they noted that seven local authorities had advertised FOI or data protection posts.⁴ All of these posts included responsibilities for FOI, though only one specifically included reference to data protection in the job title. The majority of these posts were for FOI Officers, though two were for FOI compliance assistant/officer. As mentioned above, whilst this information can provide a rough indication of the employment of FOI officers in local authorities it is not comprehensive as it is based on the adverts in a limited number of publications and has been compiled on an ad hoc basis.

c) Information services

The Information Service Manager post at North Lanarkshire Council sits within Finance and Customer Services. This role involves developing an information strategy for the council. The Information Service Manager interviewee highlighted that developing the Council's information strategy involves aligning 'people, processes and systems' to manage information, with the emphasis placed on the people component. This strategy is due to be completed later this year and will be published on the North Lanarkshire website. The information manager at North Lanarkshire is responsible for a team of seven people; three are Geographic Information System (GIS) officers and four make up the web team. The web team is responsible for website administration and moderation but is not responsible for publishing content; this is devolved to the council services.

The position of the Information Manager in customer services means they are centrally positioned with an awareness of other information developments and information focused practitioners throughout the council. Perhaps this explains why the Information Manager at North Lanarkshire has been able to secure senior buy-in to the development of the information strategy, with regular reports going to the senior management team and the involvement of other key information-related practitioners, such as corporate communications.

It is unclear whether this focus on the customer at North Lanarkshire means the information management strategy will also focus on managing information which

⁴ Aberdeen City Council, Edinburgh Council, East Ayrshire Council, East Dunbartonshire Council, Inverclyde Council, North Lanarkshire Council and Western Isles Council

indirectly affects customers, ensuring that all the council's information is shared internally to best serve the customer and the public.

The Information Adviser from South Lanarkshire noted that whilst they do have an information strategy this is a general and high level approach. The South Lanarkshire interviewee also noted that the information strategy tends not to be viewed as a priority compared to direct operational matters. This appears to be in contrast to North Lanarkshire, where information management is seen as a direct operational issue, implied by the customer focus. In Stirling Council there is an appreciation of the need to develop an information strategy but this is currently on hold because the member of staff responsible for its development is currently not available. This implies that the process of developing an information strategy is primarily viewed as the responsibility of a single individual. In Edinburgh City Council at present there is no information strategy, and the interviewee from Edinburgh suggested that it is unlikely to be a priority as the focus is currently on information security.

The Information Adviser from South Lanarkshire has a role to provide a content management service to other services, providing content on the external website and the intranet, with responsibility for creating, maintaining and developing content. They are also involved in lean events and may take on some records management functions in the future. This practitioner sits on the corporate information management strategy group, which is led by corporate services, involving a broad range of information management practitioners. This group looks at general information management issues such as document naming standardisation and version control. It is worth noting however that this group has not met recently. This practitioner noted that only once the 'nuts and bolts' issues around information management have been resolved will these information management practitioners think about the wider issues of information and knowledge management.

In contrast to this focus on 'nuts and bolts' information management practices Aberdeen City Council appears to take a broader perspective of information and knowledge management. Aberdeen City Council employs an Information and Knowledge Officer, within the e-government team, who has responsibility for implementing the vision set out in the council's Information and Knowledge Management strategy. The Information and Knowledge Management Strategy is designed to help:

ensure all information and knowledge created and used within the council is accessible to all and will ensure that information and knowledge are managed and controlled in a co-ordinated and cost-effective manner

(Aberdeen City Council, Corporate Information and Knowledge Management Strategy)

Aberdeen's approach is of interest because it acknowledges the importance of knowledge as well as information to the local authority. It also takes a strategic view of information and knowledge sharing, highlighting that this involves culture change:

"the strategy will focus on achieving a knowledge sharing culture whereby the interaction and communication between people will be encouraged in order to share their tacit knowledge which will then be made explicit and readily accessible to others"

(Aberdeen City Council, Corporate Information and Knowledge Management Strategy)

An information and knowledge management group has been reformed and intends to meet on a quarterly basis to discuss progress and any issues that may arise regarding the strategy. In the past, work has been undertaken to ensure that all staff

are informed about the strategy. For instance, staff from across all council services participated in two Knowledge Management workshops in order to improve understanding of the overall aims and objectives of the Information and Knowledge Management Strategy. To date Aberdeen City Council is the only example of a focus on information and knowledge management, with a clear perspective on why this is important to them:

“If the knowledge held in the Council can be captured and made known to all, everyone can better understand why they must do what they must do, better decisions can be made and importantly, the Council becomes more resilient as it becomes less reliant on a few members (those previously the holders of all knowledge) of staff”

d) Librarians

In Edinburgh City Council there is a resource and information centre, which has a council wide remit. The role of the librarian is to order publications, scan websites, develop book lists etc. The service was initially developed for the city development department but now has a remit to cover the entire council. The librarian commented that to be genuinely council-wide is challenging as it requires a good understanding of what all of the departments deliver. Heaviest usage currently appears to come from staff from Health and Social Care or Children and Families. The budget has remained fairly static for the last few years. The Edinburgh City Council resource centre is open to the public on a read only basis, though it is not widely advertised as being so. The librarian noted that the resource centre could be improved by improving deposit procedures for council publications, ensuring that all council publications are added to the library.

Glasgow City Council Social Work Department has a small library of its own with a single librarian. This may be partly explained by the size of the department, employing over 5000 FTEs.⁵ The social work library sits within the Communications Unit which is responsible for internal and external communication, events and marketing, the intranet site and the library service. The library has a card catalogue and produces regular bulletins on new additions to the library (known as Libinfo). Staff access the library via telephone, email or face-to-face. The library has around 600-700 transactions per annum (includes enquiries, loans etc). It is manned by a chartered librarian who provides the service in addition to a number of other responsibilities. The librarian administers a budget of £40k which covers Social Work corporate memberships, subscriptions and publication requests with a limited amount left for general stock acquisition. The library manages the department's IDOX subscription and saves the IDOX bulletins and topic updates to the intranet. They recommend that staff contact IDOX to search on their behalf. The library service also heavily uses the NHS eLibrary and the learning exchange.

The Glasgow City Council librarian noted a number of barriers faced by staff accessing the service, particularly staff not having an internet connection or firewalls preventing staff accessing blogs, social networking sites or multi media (a particular issue for learning exchange). There was also a perception that “staff are overwhelmed by the amount of information out there”.

⁵ Scottish Government (March 2008) Joint Staffing Watch (Quarter 4, 2007)
<http://www.scotland.gov.uk/Resource/Doc/933/0058187.xls>

ANNEX B

Local government research and information job titles

In addition to the information and knowledge focused practitioners identified for this project, over 200 contacts in councils have separately been identified as having a research and information focus. The most commonly mentioned job titles for contacts who have self-identified as having a responsibility for, or involvement in, research and information are listed below.

Admin Research & Information Officer	Research & Information Co-ordinator
Analyst	Research & Information Manager
Assistant Policy Officer	Research & Information Officer
Best Value Manager	Research Analyst
Corporate Planning Officer	Research & Consultation Officer
Corporate Policy Officer	Research & Information Officer
Corporate Research Officer	Research Assistant
Economic Advisor	Research Coordinator
Economic Intelligence Officer	Research Officer
Education Officer	Research Supervisor
Evaluation, Research & Development Officer	Research, Information and Training Researcher
Head of Policy	Senior Information Officer
Head of Strategic Policy	Senior Officer - Research
Information & Research Manager	Senior Planning Officer
Information & Research Officer	Senior Policy Adviser
Information Assistant	Senior Policy Development Officer
Information Development Adviser	Senior Research & Statistics Officer
Information Manager	Service Officer, Research and Information
Information Officer	Statistician
Information Systems Manager	Strategist
Library & Information Officer	
Management Information & Research Officer	
People's Panel Coordinator	
Performance & Improvement Officer	
Performance & Evaluation Officer	
Performance Review Officer	
Planning & Evaluation Officer	
Planning & Improvement Manager	
Planning & Information Service Officer	
Planning & Research	
Planning Manager	
Planning Officer	
Policy & Strategy Officer	
Policy Development Officer	
Policy Manager	
Policy Officer	
Policy Planning Manager	
Principal Administrative Assistant	
Principal Officer Information Systems	
Principal Policy & Performance Officer	
Principal Policy Officer	
Project Officer	
Research & Consultation Manager	
Research & Development Assistant	
Research & Development Officer	

ANNEX C

List of IM and KM networks and supporting organisations

Organisation	Description	Focus	Contacts
AIIM UK Association for Information and Image Mngt	“AIIM is the global enterprise content management association. We represent users and suppliers of the tools that capture, store, manage, preserve and deliver content in support of business processes.”	50,000 members in 150 countries. They are tightly focused on ECM and nothing else.	www.aiim.org.uk Tel: 01905 727600 Email: info@aiim.org.uk
DLM Forum (administered by AIIM)	“A community of Public Archives and interested parties in archive, records and information management throughout the EU”	Created by the EC with the secretariat run by AIIM Europe. The focus is on public archives and specifically EU legislation.	www.dlm-network.org Tel: +44 (0) 1905 727600 info@aiim.org.uk
British Standards Institute	Standards Training Testing Assessment	Standards, of which they have quite a lot on IM and KM.	www.bsi-global.com Tel: 0845 080 9000
British Computer Society	“BCS is the leading professional body for those working in IT. We have over 60,000 members in more than 100 countries and are the qualifying body for Chartered IT Professionals (CITP).”	Mainly focused on events, training and representation, and very tightly on IT. Branches in Scotland.	Scotland site http://www.bcs.org/server.php?show=conWebDoc.1297 Tel: 0131 331 7595
CIPFA Better Governance Forum	“CIPFA, a Division of IPF [Institute of Public finance], offers advice, support and access to know-how to respond to public service reforms,...delivered through an integrated series of practitioner-based communities.”	Focused on public sector reform issues. Ten Scottish ‘communities’ on various reform issues and areas, including IT and business improvement.	www.cipfanetworks.net/governance/ Andrew Leck on 0141 882 8150
Scottish Knowledge Management Network	The Scottish Knowledge Management Network was set up to provide a means for people based in Scotland (particularly in the public sector) who want to share learning, expertise and work together to enable their organisations to get better at collaborative working; capturing and sharing expertise and knowledge; and encouraging learning and innovation.	Established in 2008. Focused round an online platform but also holding face-to-face events. Membership of around 60 from a range of public sector organisations in Scotland. Attendance at events - 10-15.	KM Team Improvement Service www.improvementservice.org.uk and www.communities.idea.gov.uk

SocITM Society of Information Technology Management	“The professional association for public sector ICT management.” Services include: benchmarking, consulting, website assessment and events.	Focus is as a trade association for ICT managers in the UK public sector. Scottish	www.socitm.gov.uk Scottish Secretary Ivan Condon ivan.condon@improvementservice.org.uk
Records Management Society	“The foremost professional association for all those who work in or are concerned with records or information management”	Trade association for records managers focuses on CPD, industry trends, training and events. There is a RMS Scotland.	www.rms-gb.org.uk Scotland Group Leader Edith Pringault-Adam - contact
CILIP(S) (<i>Chartered Institute of Library and Information Professionals in Scotland</i>)	“The professional body for librarians and information workers.” CILIPS is the Scottish organisation. “To enable members to achieve and maintain the highest professional standards in all aspects of delivering library and information services ...[and]...to set, maintain, monitor and promote standards of excellence in the creation, management, exploitation and sharing of information and knowledge resources within Scotland”	Their focus is strongly libraries and information. Services include CPD, events, lobbying, newsletters, etc..	http://www.slainte.org.uk/cilips/ t: 01698 458888 e.fulton@slainte.org.uk
SLIC Scottish Library and Information Council	“The independent advisory body to the Scottish Government and Scottish Ministers on library and information matters” Run by the same people as CILIPS	SLIC provides leadership for libraries and librarians in Scotland by setting a national agenda and representing library interests at the national level.	http://www.slainte.org.uk/slic/slicindex.htm contacts same as above
TFPL Connect	TFPL Connect is a networking activity for information and knowledge managers. It revolves around networking meetings (three major ones in 2008) focused on topics of IM/KM.	Replacing the Bath Club, this inevitably focuses on the IM/KM community around London.	http://www.tfpl.com/thought_leadership/tfplconnect.cfm email: luisa.jefford@tfpl.com
ASLIB (The Association for Information Management)	“...the world's leading corporate information management organisation, founded in 1924...”	Focused heavily on England, but its Scottish branch does organise talks and visits. Librarians and information professionals.	http://www.aslib.co.uk/ kirsty.crawford@bbc.co.uk Secretary of the Scottish branch of ASLIB
SIN - Scottish Information Network	Scottish Information Network is an informal networking group for information professionals (mostly librarians and information professionals). Focus is on events and	All Scottish, with 105 individual members (roughly 60% commercial, 40% public). It is well sponsored, so have no membership fees.	http://www.scotinfonet.com/ j.coll@nls.uk 0131 623 3816

	networking.		
SOLAR Freedom of Information, Data Protection and Human Rights Group	Society of local authority lawyers and administrators in Scotland. SOLAR organises a range of activities for members, including regular meetings of the General Committee and a range of Working Groups for those working in specific areas of legal and administrative services.	The FOI, Data Protection and Human Rights Group has members from across local authorities. The focus of this group tends to be on legal compliance issues.	chaired by Deborah Henderson – Deborah.henderson@glasgow.gov.uk
LARIA IN SCOTLAND - Local Authorities Research & Intelligence Association)	To promote the role and practice of research within the field of local government. 129 corporate members but it also has low cost individual membership.	The role of LARIA in Scotland Steering Group is to promote the development and understanding of local government R&I in Scotland It aims to: <ul style="list-style-type: none"> • Maintain and develop a network of practitioners throughout Scotland; • Share knowledge and expertise among practitioners; • Promote good practice in R&I activity; • Raise the profile of information research throughout Scotland; • Promote the use of all forms of technology; • Organise the Scottish conference and appropriate seminars and workshops 	(Scottish Chair - Graham Reid) http://www.laria.gov.uk/
ALGIS in LARIA - Affiliation Of Local Government Information	ALGIS is “the organisation for anyone working with local government information”.	“...aim of raising awareness of the potential and actual benefits of the work of information specialists within local government and improving the effectiveness of information specialists within local government.”	http://www.algis.org.uk/ janeinman@warwickshire.gov.uk

Specialists		It provides a forum for the exchange of ideas and good practice through visits, seminars, a regular newsletter, and the website	
K4P	“A special interest group for health and social services professionals interested in the use of technology to support effective knowledge management”	Clear focus on health and social services, but does focus on Scotland and KM. This social networking site is worth looking at as a model for what could be done for an IM community.	http://knowledge4practice.ning.com/ Neil Ballantyne Learning Technology Mngr 0141 950 3373
Scottish Council on Archives	“Established in May 2002 to co-ordinate national policy on archival issues in Scotland”	Very clearly focused on the archival community in Scotland, but from a level of policy and strategy.	http://www.archives.org.uk/sca/index.html Tel: 0141 287 2908 irene.o'brien@cls.glasgow.gov.uk
Society of Archivists	“The Society of Archivists is the principal professional body for archivists, archive conservators and records managers in the United Kingdom and Ireland.”	“The society exists to promote the care and preservation of archives and the better administration of archive repositories, to advance the training of its members and to encourage relevant research and publication.”	http://www.archives.org.uk/
Grampian Information Group	A community of information professionals, mainly librarians and archivists from Grampian, who have joined together to learn and to pool their resources.	IM generally, but RM and archives particularly. And Grampian is the focus, but they appear open to others from further afield. Likewise they cross public/private boundaries.	http://grampianinfo.co.uk/ info@grampianinfo.co.uk and on Facebook, but need password.