

Gig

Government
information
group

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Inside this issue:

<i>Editorial</i>	3
<i>All Change: responding to the new public sector environment</i>	4
<i>Umbrella 2011</i>	11
<i>NetIKX Meeting on Information Asset Registers</i>	12
<i>Vacant position - Honorary Treasurer</i>	19
<i>IFLA Conference</i>	20
<i>GIG Tribute to Bob McKee</i>	23
<i>CILIP B&G Forum</i>	25

The logo for CILIP (Chartered Institute of Library and Information Professionals) features the word "cilip" in a lowercase, red, serif font. Below the text is a stylized, wavy pink line that suggests a book or a ribbon.

Chartered Institute of
Library and Information
Professionals



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Editorial

Merry Christmas and a Happy New Year and welcome to the latest issue of the Government Information Group's journal. We apologise that this issue is a little later than normal, which was due to unforeseen circumstances, but hope you find the articles in it interesting and informative.

In this issue we are continuing to focus on the topic of change and include a report back on the discussions from our "All Change" workshop held in the Autumn which also looks at how GIG will be working with other professional bodies to support information management staff in government departments, and indeed what we need to do for ourselves (p.4).

Also included are reports from recent events such as the Network for Information and Knowledge Exchange meeting on Information Asset Registers looking in particular at two case studies related to Government Information Management (p.12), an overview of the IFLA conference from a government librarian's perspective (p.20) and a summary of discussions from the recent CILIP Branch and Group Forum (p.25)

If you have received your CILIP membership renewal forms then remember your membership entitles you to belong to two special interest groups (of which we are one!) for free. Meanwhile don't forget you can keep up to date by visiting our website at <http://www.cilip.org.uk/get-involved/special-interest-groups/government/Pages/default.aspx>

Nikki Myall
Editor

All Change

Sue Westcott, DCLG

All Change: responding to the new public sector environment - How GIG is working with other professional groups to help you face the future.

The GIG Committee has been giving some thought about how your professional body can help you face the future in these uncertain times. It's important that we understand what is going on, how it is affecting our members and where opportunities lie so that we can act as a voice within CILIP to ensure that our professional body knows what is going on. Primarily though it's important that we tailor our activities and use our resources to meet your needs and to respond in the way you would want us to on your behalf. The committee is full of busy people like you, who are also being affected by the changes taking place and so we need to make sure that we draw on resources beyond your committee and we hope that there will be lots of ways that you will get involved in the coming year. We are only as strong as our members and like other groups we will only survive and be able to engage with the change agenda if people get involved and contribute their ideas and their time.

Our strategy has been to do what GIG members like to do when faced with an opportunity or a problem. We have been networking with other

professional groups and with CILIP to try and understand how different parts of the government information profession is changing and how the different networks and professional groups are responding. We are working with the Network of Library and Information Professionals (NGLIS) and with CDL: Committee of Departmental Librarians as all three groups think that at the moment we need to work together to support information management staff in government departments and other bodies. It's clear from the Comprehensive Spending Review that many departments will reduce significantly in size as well as some of our colleagues in Agencies and Non Departmental public bodies facing very uncertain futures.

Our first action was to organise a joint workshop "All Change", held in September at CILIP to hear from colleagues from across the spectrum about their view of the future and where the opportunities might be. We also discussed what support people wanted from professional bodies. The areas identified in the workshop will be used by all three groups to put together a programme of events to support members and the government profession.

All Change Workshop

The workshop was held in response

to the changes taking place across the public sector since the 2010 election, to identify the impact those changes were having on information professionals and their response to those challenges. The workshop was attended by 25 people from across government departments who were members of the three groups, by the CILIP Vice President Brian Hall, and members of GIG and NGLIS from outside the government sector. It was facilitated by Sue Westcott. It was held prior to the outcome of the 2010 spending review and during a period when many key government policies were still being formed and articulated.

The workshop was conducted under Chatham House rules and therefore the comments made are un-attributed and departments are not identified.

What we know about the changes

- The significant changes upper most in people's minds and the main driver for change is the Coalition's priority to reduce the deficit. The result of this is that each government department is required to identify between 25 and 40% cuts in spending over the period 2010/11 to 2014/15.
- In addition the Coalition agreement has set out other priorities for government which will impact on the profession. The first is decentralisation and a commitment to a smaller state.

Their aim is to turn government upside down with most decisions being taken as near as possible to the citizen and the community. Local and Central government should only intervene where this is not possible. We are all asked to take more responsibility for ourselves and our communities – what will be given back to us is more freedom and a reduction in the burden of public spending. This is the thinking behind the Big Society. As a consequence there will be less control from central government and its arms length bodies, and these will be correspondingly smaller and fewer. What resources there are must be targeted towards the delivery of frontline services.

- Finally the government is committed to more openness and a policy of transparency. In Communities and Local Government and increasingly across local government all spending over £500 is published. Other departments must publish spending over £25,000 and the salaries of senior staff are now published. Contracts awarded will also be published. This in itself presents a challenge to organisations who will need information professionals to help them categorise and describe financial information in a way which sets out what the spend was for. The difficulties of doing this clearly have been highlighted in the interpretation of some of the data published so far where

only the details of the supplier, but not the purpose of the activity or service was declared.

Impact on Services identified so far

- It is clear that reduction in resources to departments will not be implemented across the board, nor should they be. Economies of this scale cannot be sensibly achieved by salami slicing so Department's are making choices on how to implement the cuts in line with Ministerial priorities. Ministers have made it clear that they expect organisations to be as efficient as possible and to spend as little as possible on running their own organisations. This puts the spot light on internally focused services which will include those provided by information professionals. In some departments reducing the running costs of corporate services is seen as one way of reducing the number of staff who may have to be made redundant, and every penny is seen to count. This means that the running costs to provide our services are under pressure and for many of the major corporate services, a shared service across a large part of government is becoming more and more of a reality for operational activity. Most departments to date have looked at shared services across their own family - those models simply do not result in sufficient saving and larger models are seen as more efficient and more likely to have significant purchasing power.
- Information management is not a large enough service to have come to the forefront of this work so far, but it is difficult to see how in the long term that is likely to remain the case and there was agreement at the meeting that the profession should take control of the direction, possibly through the work of the Knowledge Council, before it was imposed or services are so small this is not viable.
- The Government is also concerned about large IT projects and all projects over £1m must be put in front of a committee chaired by Francis Maude, the Minister for the Civil Service at the Cabinet Office, before they can continue. This process may well impede or stop some large Electronic Document Records Management projects and many websites too are under review for value for money.
- Purchasing of goods and services is becoming more centralised and the use of frameworks negotiated by one department for all will become more the norm. The information profession in government has been reasonably successful in this area but must continue to

ensure that the nature of the information market is understood, that we have the skills to identify requirements collectively and participate in procurement exercises, as well as working with the supply market so it understands the way government procurement is changing. The government are requiring all departments to re-negotiate large contracts with key suppliers to ensure value for money – we will need to be able to show we drive a very hard bargain. We can help our suppliers however by ensuring that we pay promptly and we work together to ensure that government is an efficient client to do business with.

- Departments are fundamentally changing policies and services and there may be opportunities in these changes. An example was the possibility of a single welfare benefit rather than the large range of means tested benefits available now. To bring together the range of systems and information sets to achieve this will require specialist knowledge of how to combine data and understand how the fields in one system relate to those in another.
- Organisational change could also present opportunities with library and information service in one department making the case to become part of the new

Knowledge Management Directorate, rather than continuing to be part of the Communications function.

- Other departments were continuing to implement large flexible teams to deploy on priority work areas. This can present an opportunity for information professionals to expand the areas they work in and become more embedded in the organisation and demonstrating the importance of their skills set, as well as their own flexibility. Several information professionals have successfully made this transition. This way of working is also very dependent on effective knowledge management techniques as teams are constantly changing and knowledge and information can easily be lost. Information systems too need to be more flexible to support this way of working.

Strategies being developed to respond

- Identify which services continue to be essential and focus on those, aligning them with the organisational priorities as these emerge.
- Review any vacancies which occur and ensure staff resources are matched to those priorities
- Identify the risk or cost of not doing something. This can be

particularly important where compliance with information law or information assurance is a factor. Another area could be systems upgrades where costs and risk can increase if these do not take place in a timely fashion.

- Design new roles for the team which require them to be more flexible and to work across information activities
- Transparency at the moment is leading to inefficiency because of poor information handling in the past – use our skills to address this and help the business become more efficient in this area.
- Use techniques such as LEAN to ensure all our own processes are necessary and as efficient as possible.
- Some teams are requiring more business cases for purchase and involving the users in those decisions so that they understand the resource implications.
- Make use of departmental thrift campaigns to identify the benefit of a shared resource such as a library.
- Work with colleagues in procurement to tighten up on non-compliant purchases in departments where a contract exists for publications

- Mergers with information rights teams or those working on information assurance
- Work together with other colleagues to support any Machinery of Government changes already identified. Understand the rules around this for records management and data handling.
- Digitisation projects are continuing as these are seen as a way of saving money in the long term but also to support the transparency agenda.
- Review LMS systems in line with the changing priority of the departments.

What GIG / NGLIS /CDL can do to support people

- Opportunities to network and support each other, rather than expensive training events or conferences.
- Think about timing – people are finding it difficult to get out of the office and don't want to appear to be absent, as well as getting the funding for training
- Focus on the issues of shared services, better procurement, managing change, systems simplification /merger (eg one EDRM), making the most of KM in the wider work environment (eg building design, supporting flexible teams), transparency, innovative use of technology and

the Web, developing our advocacy and our ability to build effective business cases.

- Wider community need to know where the Knowledge Council and Information Matters is going. CDL need to communicate what the leaders of the profession are doing more clearly.
- Help people understand the approach and role they need to take to be effective in engaging with the ICT profession on systems design so that information management issues are dealt with at the design stage.
- Provide forums and encouragement for reflective practice and the sharing of lessons learnt.
- Continue to promote the importance of specialist skills and knowledge and encourage and support professional development, especially now training and development may be more centralised and prescribed.
- CILIP must continue to build relationships with other information related professional organisations and continue to focus on information management issues, recognising that the special library sectors are now very far removed from traditional library work but still

have need of a professional body.

What we all need to do for ourselves

- Take up opportunities – being thrown in the deep end is a good way to learn and show your flexibility.
- Be aware of your own needs and be prepared to say no to some demands, maintain a good work / life balance to ensure our resiliency
- Maintain a professional / work life balance, keep a wider perspective, network and keep skills up to date
- Understand the changes in your own organisations – read about the changes, attend seminars, be active
- Senior staff must be open about what changes need to be achieved and be open to ideas about how these can be achieved
- Focus on what your users want
- Be prepared mentally to do something different – get your CV up to date, think about what else you might do
- Seek out opportunities
- Prioritise your own work and teams and be prepared to take risks

Next Steps

The perspective we gained from this workshop has helped us to take a number of next steps. Firstly we have shared the information from the seminar with Peter Griffiths, CILIP Past President in order to inform him as he takes on his role as Chair of the Government and Special Libraries Panel which has been set up by CILIP Council to ensure that they have an over view of how the impact of the economic downturn affects different parts of the profession. GIG will continue to inform the panel of changes as they become clear and will identify what actions it might be appropriate for CILIP to take.

Secondly we have put together our Umbrella Programme for 2011 based on the discussions we had at the workshop. The programme will include sessions on skills development and diversification, transparency and a debate about the impact of the Big Society and the role of knowledge and information professionals. We hope to see many of you at the conference. We know however that it will be difficult for you to get funding and time off to attend conferences. We are therefore working with NGLIS and CDL to put on a one day conference which CDL will fund for those who work in government departments. We are looking at what will be covered in the programme and looking for a suitable date and venue so watch this space.

We'll also be looking at more informal opportunities for people to meet and share experience and expertise and if anyone would like to write an article which outlines your experience or offers others an insight into how to work with the change for our journal, our editor would be very happy.

Finally but not insignificantly we have continued to work with the CILIP Information Matters Task and Finish Group. The Group met in September, chaired by Peter Griffiths and although our progress has been affected by the sad death of CILIP Chief Executive Bob MCKee, who had very much taken on the role of ensuring we worked with other professional bodies, we made good progress in two areas. Firstly we met with Liane Kordan, Senior Stakeholder and Policy Manager of The National Archive. We outlined to Liane the progress of the project so far with the National Archive and heard about some of the changes which have taken place at the TNA and in relation to the Knowledge Council since Natalie Ceeney, the previous CEO, moved on. Understandably both the TNA and CILIP were only able to share ideas and our respective positions because of the degree of change in both organisations. However it was an important conversation to re-establish links and to make sure that once the CSR and the new CILIP Chief Executive were in place we can meet again and have a more concrete conversation about how to move forward.

The afternoon was spent discussing between ourselves how we should present a paper to the CILIP Policy Forum in October on the need for Information Management to be a key plank of CILIP policy going forward. As with our own organisations CILIP has very limited resources and must focus appropriately so it was important that we made the case effectively and we were helped in that by a thoughtful paper prepared before the meeting by Martin White and Peter Griffiths. Peter had ensured that several other CILIP special interest groups were present as well as some critical friends and CILIP staff so there was much debate about what our specific point was, what we wanted CILIP to do and what would be lost if the Forum or Council did not recognise the importance of our paper. The discussion also drew on some of the points made in the debate on Linked in <http://linkd.in/9ufklo> about the same issue. Key areas for the paper were the changes to the types of

roles and skills required by employers from traditional ones, the need to ensure that CILIP policy reflected the increasing use of social networking and other information tools in the corporate world and how knowledge workers have changed the service we provide, the role that information professionals had in ensuring that organisations could respond effectively to the requirement for greater transparency and to ensure that CILIP continued to be a body that information professionals from across the spectrum, as this is vital for CILIP's survival.

This is a summary of our work so far. We'll keep you up to date with what we are doing and will need your input and participation to make sure we can continue to respond as the voice of government library and information professionals in CILIP and to support you through the months ahead. If you would like to get involved or have views of ideas we'd love to hear from you.

Umbrella 2011 Conference & Exhibition

New structures, new technologies, new challenges - How can we adapt to an age of austerity?

Umbrella 2011 offers a cost-effective way to share experiences, gain knowledge, make contacts with your peers, and celebrate the vital role played by librarians across the UK.

This biennial conference takes place on 12-13 July 2011 at the University of Hertfordshire, Hatfield. Visit the website <http://www.cilip.org.uk/umbrella2011/> for more information.

Speakers from GIG will be discussing and debating key issues in several workshop sessions covered by six key themes. More details of these sessions will be included in the next issue.

NetIKX Meeting on Information Asset Registers

Anoja Fernando, DWP

The last meeting of the Network for Information and Knowledge Exchange took place on the 17/11/2010. Two case studies related to Government Information Management which were covered at this session are reported below.

Case Study 1— Dr Alec Mulinder on ‘Information Asset Registers: Purpose, Scope and Design’

Alec works at The National Archives (TNA), in the Digital Continuity Project providing government with digital continuity.

IARs: the Government agenda

Alec reminded us that in 2007 there had been a number of high-profile losses of collections of personal data about citizens, by various departments of government such as DCMS and HMRC. The government responded by setting up the Data Handling Review, which led to the ‘Hannigan Report’ in 2008; this in turn led to the defining of the government’s Security Policy Framework or SPF <http://www.eurim.org.uk/activities/ig/idg/SecurityPolicyFramework.pdf> and the HMG Information Assurance Maturity Model or IAMM http://www.cesg.gov.uk/products_services/iacs/iamm/media/iamm-assessment-framework.pdf

Although, the urgent emphasis was on Information Assurance;

nonetheless, these concerns fit within a broader Information Management agenda. For example, within the IAMM documentation, there was mention of ‘Information Asset Lists’.

The Data Handling Review defined two roles which should henceforth exist within government departments. The Senior Information Risk Officer (SIRO) and one or more, ‘Information Asset Owners’, whose responsibility it would be to protect the information under their care, but also to ensure that it is shared as appropriate and exploited for the benefit of the business.

Assets, registers and templates

The National Archives has evolved a working definition in collaboration with the Information Assurance Policy Committee: ***‘An Information Asset is a body of information, defined and managed as a single unit so that it can be understood, shared, protected and exploited effectively.’*** Spelling this out, Alec remarked that information assets have recognisable and manageable value, risk, content and lifecycles.

The phrase about an asset being managed as a single unit shows the government direction in terms of governance and responsibility. Within any given department, the SIRO is required to delegate responsibility for the management of information

(Continued from page 12)

assets by appointing Information Asset Owners who would identify just which units or clusters of information will be considered to constitute an asset.

A Department is then expected to document all of its identified Information Assets within an Information Asset Register (IAR). The TNA working definition for IAR is: ***'An Information Asset Register is the means by which you document the relationships between your business requirements and your information assets.'*** It is therefore apparent that TNA believes an IAR should be more than just an inventory.

To assist government departments in creating and maintaining IARs, the TNA has developed a template, available online. The template addresses the following issues:

- Who has to be able to find this information?
- What resources do they need to be able to access and open it?
- How is one able to use or work with this information?
- Is it possible for users to understand what the information is, and what it is about?
- Can you trust that the information is what it says it is?

The TNA guidelines suggest that when an Information Asset Register is constructed it should make it valuable to you and to your business. As an optional but highly

recommended extra, you should also map the technical dependencies of your information assets, being aware that future changes to technology could impact changes to information, and vice-versa.

It is not necessarily the case that an Information Asset should all be stored in a single location, so long as it can be managed in a unified way, but it is highly recommended that there should be a Master Copy. Alec noted that there could be a role for configuration management practices in assuring continuity for information management systems of this kind.

Departments are also being told that they should not forget to include the information that is managed on their behalf by 'arms length' bodies and by third parties.

Implementing IARs in practice

Implementation of Information Asset Registers is now under way in several Government Departments, including DCMS, Home Office, and Ministry of Defence.

Although the structure of IARs vary from one body to another, there are a lot of fields which crop up again and again, such as the volume of information, the format, access controls, retention and disposal dates, whether there is risk attached to the information, whether it is shared with other bodies including arms-length bodies and third parties, location (physical and logical), whether it is

(Continued on page 14)

(Continued from page 13)

unique or duplicated, a title and description fields, and a unique ID for tracking.

In defining Information Assets it is also important to be clear about ownership and responsibilities, and to take this into some degree of detail, including who sets them up, and their ongoing management. According to the Data Handling Review, the SIRO is supposed to define a Senior Responsible Officer who should manage a multidisciplinary team with IT people, information assurance professionals, information management professionals and other stakeholders.

What is the difference between an Information Asset List and an Information Asset Register?

The IAMM mentioned Lists. It seems that the Office of Public Sector Information (OPSI) then used the term Information Asset Register, but Alec suggested that the OPSI use of the term is not much different from a simple list of assets held. It has been TNA and the Information Assurance Policy Committee who have taken the definition further. At the same time they have recommended that a department or body need only make their IAR as complex as it needs to be to meet their business and security need: it need go no further.

The first step is an information audit

Alec suggested that the first step in setting up an Information Asset Register should be to conduct an Information Audit, or perhaps people would prefer the term Information

Survey. This need not be built from scratch, as it is highly likely that there will be available information about the assets that has already been collected. For example, the records management systems will probably contain existing retention and disposal schedules. Even if they are out of date, it is a start. There may even be an old abandoned Information Asset Register or Information Risk Register to build on, or business catalogues. IT departments also have a lot of information in their systems that can help.

Challenges and costs

Building an Information Asset Register takes effort and is obviously not without cost, which is a challenge; in the wake of the Comprehensive Spending Review, there will be fewer people to do more work. However, setting up an IAR needn't be expensive: the output could be as simple as a Word document or a spreadsheet.

Alec reminded us that there is a cost to doing nothing, and referred to the 'FOGBANK fiasco'. In the late 1990s the US government decided to refurbish the W76 class of thermonuclear warheads. It was discovered that there were no records of the manufacturing process for a highly classified chemical substance used within the warhead ignition train, codenamed FOG BANK. Documents about the manufacturing process had been lost, Facility 9404-11 where it had been made had long been decommissioned, and people had

(Continued on page 15)

(Continued from page 14)

moved on or retired. The extra cost of meeting the information gap was at least \$67 million and the refurbishment programme was delayed by several years.

Change is always a challenge; all organisations go through structural change, and that impacts on information, and those changes have to be managed through the Information Asset Register. People change jobs or leave, and there are constant changes in technology; business drivers also change year by year.

Opportunities unlocked by the IAR process

The creation of an Information Asset Register can however also bring a number of opportunities. By mapping the technology resources applied to information, it is made easier to identify what is redundant, what is out of date, and what needs to change. It can show which systems could be integrated, and it can focus and prioritise investment by helping you concentrate on the information assets that are most important to the business. For example, the BBC does this in their Information Asset Register; in their case, they prioritise according to the marketing potential of their information.

An Information Asset Register helps the organisation identify efficiencies and savings through better knowledge and management of what it has. At TNA they have developed a

tool called DROID (Digital Record Object Identification), a free-of-charge platform independent file recognition application which scans through servers and probes into the internal byte sequences of digital files to identify what file format and even what specific version of the file format they are. As a test, DEFRA ran DROID 6 on just one of their servers: they discovered that 30% of the information they were holding was more than seven years old, and some of that was no longer usable; much of the information was obsolete in business terms, and much of it was duplicated. Had they run DROID 6 across all their servers, you might expect it would point towards quite considerable potential savings.

Increased efficiencies can also come through re-use of hardware, software and information, especially when applied to the unstructured information on shared drives. Many organisations don't manage this resource, but it can be exploited to deliver great deal of business value if it can be re-used; and IARs help us to identify and target those resources.

Compiling an IAR can also build in better management controls to information risk registers and business continuity plans and policies, and these can also be linked to control-based processes and change processes, IT change management, and programme and project management. If you have an IAR and an IT service catalogue, or a

(Continued on page 16)

(Continued from page 15)

business portfolio of services, you can link them all in. Any change to one that will impact the others can be tracked.

IARs naturally help with issues of legal compliance, and there are huge benefits for auditing purposes. It gives better focus to measuring and reporting, and helps to develop an information management lifecycle.

Getting going, getting help

What are the next steps? Getting an information survey is crucial and it is also important to map that to the technology infrastructure for information. The important point here is collaboration between information management and the IT department: what we could really do with is a new breed of people who are more versatile and familiar with the cultural divide between IT sectors and information management sectors. They really need to share the same language – or at least, understand each other's languages.

TNA has loads of guidance on their Web site about IARs, the role of the SIRO, the role of Information Asset Owners, how to map information to business need, and to technology. They will also be running free training events, the first of which will be in January 2011.

TNA can go out and help public sector bodies to do information management assessments, and give advice. However TNA is not involved

in 'enforcement' – that is the job of the Information Commissioner.

Case Study 2—Chris Beetham: Department of Work and Pensions

Chris Beetham has worked at the DWP for a long time, and for the last two years specifically in information management. He was specifically brought in in December 2008 to put in place what they call an 'Information Asset Inventory'. This was happening after the October 2007 HMRC loss of two CD-ROM discs containing personal data of millions of child benefit claimants.

Roles and responsibilities from top to bottom

The first step had been to appoint a SIRO who had some serious clout within DWP: a man who had been the Director of the Legal group within DWP, and is also a specialised risk practitioner, he really had the right background for this new role. Their next step was to identify Information Asset Owners, and they appointed one for each of DWP's thirteen key business areas. (A business area may be such as 'Human Resources' or a large customer-facing section such as 'Jobcentre Plus'.) The people appointed to be Information Asset Owners (IAOs) were primarily finance directors, because it is DWP practices to appoint finance directors who are also risk practitioners; they would be carrying on IAO duties on top of their main job.

The Information Asset Owners were

(Continued on page 17)

(Continued from page 16)

made to understand what they were going to be accountable for, and what was at stake for them personally.

This was done because if you do not get buy-in from the senior managers, it is going to be virtually impossible to put an IAR in place. Rightly or wrongly, DWP deployed fear as the motivating factor!

Some of the areas of responsibility of the IAOs are huge. The JobCentre Plus part of the business has 97,000 staff, and a huge amount of information flowing through it.

Obviously the IAOs cannot do this job by themselves, and they don't do it on a day-to-day basis, but they must make sure that the risks are effectively managed in their patch.

There is also Information Asset Co-ordinators. Whereas IAOs tend to come from risk management, Co-ordinators typically have a security background. They have the right attitude of vigilance and inspection and they know most of the systems already because they have been responsible for ensuring that there are no security breaches. So with this third level in place, the DWP had a structure to investigate information assets right down to shop floor level and across all departments.

Chris' job was to act in an advisory capacity, not to remove any risk management responsibility from anyone. At first he adopted the job title of 'Information Asset Manager' but that had to be dropped because

the DWP then invented a class of responsible officers called Information Asset Managers, amongst whom the identified assets were divided and assigned at a level below the IAOs. There are now about 500 people with this title, and they are typically people who have a close business relationship with the information. Some manage one asset, some as many as ten.

All these roles have been derived from the Cabinet Office guidelines, but then built upon. It has taken two years to embed this structure and it has not been without some pain and confusion, but on the whole it has been successful.

The inventory, reporting, and improvement

The Inventory currently documents about 7,500 Information Assets – nor is this yet completely comprehensive. Chris's role is to collate all this information every quarter. All the business areas know they have to comply, and each quarter they send Chris a snapshot of what they currently have.

There was a stage when the Inventory suffered from a lack of accuracy in some areas. So they announced that everyone reporting an Information Asset would be assessed as to how well they were completing the reports, on a traffic-light system of red, amber and green, against six key measures. Lots of people were awarded 'red' on the first

(Continued on page 18)

(Continued from page 17)

pass, but three months later almost everyone was achieving 'green'.

Because these processes got started as a response to losses of personal data, the early Cabinet Office definitions of Information Assets concentrated on 'protected personal data'. These criteria indicated that a Candidate Asset would be a collection of a thousand records or more, in which people could be individually identified, and where there might be information that you would not want others to have, such as National Insurance numbers, bank account details or similar. That gave them a basis for identifying collections of records to add to the inventory, though common sense suggest that for example if a dataset has even just a few records but is very sensitive data that would be collected too.

It was a real struggle early on in the process to stop people from thinking of an Information Asset as being defined by the structure of their IT systems. For example, Chris could think of one IT system that has fifteen different Information Assets on it. One dataset is three million customers receiving pension credit, another is eleven million receiving the State pension, and another would be the 500,000 who receive invalidity benefit. Each of those clusters is stored and used for a different purpose, even though they are all managed by the same IT system. (In his case study, Alec confirmed that

there is a strong tendency for Departments to think first in terms of how their IT systems are structured rather than their information.)

Reflections and looking forward

Chris suggests that some people prefer order (librarians score high for order). There are lots of people involved in Information Risk in the Civil Service who are risk-averse. Then there are those who think data.gov.uk is cool; they want to mash up data and re-use it in novel ways. All of these attitudes to information are valuable, and worth integrating. Suppose you are able to identify 120 datasets which are anonymised and capable of being released to the public, you could then be contributing to the wider picture. DWP already has some such information out on data.gov.uk.

Managing this is a balancing act, and not easy to achieve. Across government there is a need to understand the demands of knowledge (what we need to know), re-use of information, freedom of information, and protection. If you can take all of these into account, you are likely to build a really useful Information Asset Register.

NetIKX, the Network for Information and Knowledge Exchange, is an independent community of interest in information and knowledge management with a focus on the practical issues of managing knowledge and information in the workplace, and the relationship and space between IM and KM. It was

set up in 2006 as a successor to KIMNET and the Aslib IRM Network.

Its next seminar, the first in 2011, will be on 19 January, and is about using social media to achieve organisational goals, and the implications of this for organisational and IM / KM policies and strategies. The March event will explore views on whether KM still has a role in organisational strategy. May sees a joint event with CLSIG following up the very successful 2010 SharePoint joint seminar, exploring further aspects of SharePoint as highlighted from the feedback in 2010. The July seminar will look at risk management. In September, after the NetIKX AGM, there is a seminar on developing our internal capabilities, and finally, in November, how the Web (Web 2.0 /

3.0) is transforming information services. You can find further details at <http://www.netikx.org>.

This article was adapted from a report by Conrad Taylor. The full text of this can be found at <http://www.conradiator.com/informatics/netikx-info-asset-registers.html>

Vacant Position - Honorary Treasurer

Anoja Fernando, DWP

The post of GIG Treasurer is vacant and creates an exciting opportunity to gain experience in the financial management of a professional group. I would highly recommend the post as a development opportunity and during these challenging times it will look good on your CV.

My five years as Treasurer was a learning experience and I also got to know some really nice people, who were always willing to help and find solutions together with me. I took over during a challenging time in CILIP

finances but it was never boring! During challenging times, I was always supported by the senior office holders and the committee and during the good times everyone had a good laugh. To this I should add that I am not keen on numbers. But Rowena Wells, Finance Director, CILIP, made my task of preparing the GIG annual accounts seem easy. Melanie Harris, one of the Independent Examiners was always sympathetic if I was running against time to prepare the accounts. The Chair and Vice Chair were always around when the going

(Continued from page 19)

got tough. Together, they gave me the confidence.

The work involved does not take up as much time as one would imagine. During the last couple of years, excluding GIG meetings, I would have spent less than ¼ of a working day per month. The final year accounts require a ¾ of a working day. As long as the Bank Statements and invoices are filed in order of receipt and kept safely locked away with the cheque book that is half the job done. The invoice payments are mostly related to the printing and distribution of the journal and occasional events. Liaising with Committee members who organise courses and with suppliers to generate sponsorship is a pleasant diversion from the

professional day-job and a great opportunity to network.

The GIG account has a healthy surplus and encouraging Committee members to help it remain at current levels will be the main challenge for the new Hon Treasurer. With the support of the Committee, I am confident this can be easily achieved.

I hope members will take the opportunity to throw their hat into the ring for a professionally rewarding experience.

If you are interested in this position please contact Anoja on 020 7962 8205 or email

anojafernando@dwp.gsi.gov.uk

*IFLA Conference in Gothenburg**

Patrick Ryan, MoD

*A shadow was cast over recollections of IFLA at Gothenburg by the death of Bob McKee. It is a measure of his substance that so many people were shocked to hear of his untimely death and the number of tributes that poured in – he will be missed. (GIG's tribute to Bob McKee is on page 23)

Gothenburg organisers did a spectacular job at such short notice. The venue was good, the organisation precise and responsive. There were 3,300 people from 128 countries and it never felt

crowded. The atmosphere was relaxed but workmanlike with plenty of seating, breakout areas and facilities for chat, tea and coffee. There was evidence of good planning from arrival at the rail station (an IFLA volunteer with a map) to quick and easy registration at the conference centre 30 minutes later.

All in a perfect city location, with the sun shining most of the time!

I thought this to be one of the better IFLA conferences. I found the Conference more engaged with the 'big matters' affecting librarians,

(Continued from page 20)

librarianship and library users. The Conference took me away from everyday workplace activities into questions surrounding the value of our profession and the benefits we bring to organisations that need our help.

The Opening

From the opening session - Ellen Tise, President of IFLA set the scene on the value of information and its transition to the oral and visual environment - not just textual. 'We need technology to access knowledge and more to the point knowledge perpetuates itself into greater knowledge by constant reuse'. 'Use of knowledge increases its value as a commodity'. Any one of these statements, and others from the President's address, is an essay topic, a cause for reflection on the contribution librarians make to society.

Jan Eliasson, former president of the 60th session of the UN Assembly, gave a passionate opening address, based on experience, where he really did set the scene and purpose to our work and lives. Quoting Bertrand Russell's three passions - longing for love, searching for knowledge and pity for mankind, Eliasson summed up for me (with a little help from Russell) the vastness of human life and the small, but substantial, part each of us can play; not least as we pursue our professional lives.

Favourite Sessions

A highlight for me at the conference

was the Government Libraries, Law Libraries, Parliamentary and Knowledge Management Sections joint session on the information issues surrounding the Rwanda Genocide Commission; the South African Truth and Reconciliation Commission and the US 9/11 Commission. The text of these sessions is well worth reading, not least for the detail eg, FOI does not apply to the 9/11 Commission but also for understanding of the underlying concern of ensuring longer term access to such material.

At the Law Libraries, Government Libraries and Government Information and Official Publications session - e-publishing was described as one of the keys to democracy with the observation that free access to legal information promotes knowledge of the law and empowers the citizen. Join this with another conference theme of information literacy (Information Literacy: Reference and Information Services session) where it was suggested we, as librarians, almost have a duty to impart our knowledge on information finding, and you can begin to get a feel as to just how important the librarian's role is in the information and free world. This was almost a subliminal message of the conference and was underpinned to me when told later at a social event of the success Cornell University has in taking Human Resource students through an information finding schedule as part of their curriculum.

(Continued on page 22)

The Free Access to Information and Freedom of Expression (FAIFE) sessions, as always, proved interesting. At the offsite meeting, as well as giving the background and activities of FAIFE, there was a genuine feeling that attendees were contributing to FAIFE's thinking when answering the question 'what should FAIFE be looking at?' and again, in discussing Facebook privacy, use of social media and politicisation issues within FAIFE. As the chair pointed out 'when the issues are clear the objections melt away'.

Time and Stimulus

Conference gives you time to do things you don't normally do. Evidence for this can be seen in another IFLA first for me – a visit to a public library! In this case, the Gothenburg City Library where, 'there is always something happening'. It was like a retail space, restaurant inside the door, a 'Dynamo' room where people can 'hang out' play music, watch a film. Downstairs there was a busy reading room, and yes, a queue for the gent's toilet – how rare is that in a library? Elsewhere the book displays, layout and breakout areas resembled a bookseller's department store. All I needed was to be able to buy the stock as well as borrow – and why not? The visit really was instructive, the value imparted by the operation of this library alone reinforced the value of public libraries on the wider scale. Bearing in mind I am a

government librarian it is good to think about other sections now and then – a note in praise of the cross-section fertilisation to be had from attending IFLA conferences.

Government Libraries Section

Speaking of Government libraries brings me to the work of the Government Libraries Section. Our chief event over the year was the Mid-Conference in Barcelona which was a resounding success in no small measure due to our Information Co-ordinator who managed the event. The Ministry of Culture and Media of the Government of Catalonia and the Catalan Library Association sponsored the conference, called "Case Studies in Government Libraries" and held on April 22-23 in the Museum of the History of Catalonia. This event helped to begin growing a platform for Catalan government librarians.

Our ever-active Chair initiated the web publication of the Government Libraries Section *Mission and/or Vision Statements of Government Libraries Worldwide*. These were compiled in response to an initial request for assistance from two libraries who had been asked to produce such documents at short notice and needed them as a mechanism to define their value, activities and a reason for their ongoing survival. The Chair had assisted these libraries and had also begun the collection process of mission statements to ensure that similar help for other libraries would be available. The listing is jointly

(Continued from page 22)

authored by the Section members, and it will be updated periodically. It is not intended to serve as a directory of current library mission statements but – rather - as examples that existed at a given point in time.

Mention should also be made of the Section's publication, *Guidelines for Libraries of Government Departments* which is now in the process of being translated into Spanish in time for the next IFLA Conference.

Social Life

No conference would be complete without a note on the social activities.

My favourite has to be our Section's evening social event, a three hour dinner cruise on the [Göta älv](#), the river which runs through Gothenburg and out to the sea. A huge smorgasbord, with islands, water, boats and sunset.

My thanks to CILIP for its generous support in enabling me to attend.

GIG Tribute to Bob McKee

Sue Westcott, DCLG & Anoja Fernando, DWP

It was with deep sadness that we heard of the untimely death of Bob McKee at IFLA in Gothenburg this August. Colleagues will have seen the tributes to Bob in the recent edition of Update and learnt about his varied and committed career to all things information and library related – and particularly to the people in our professional community and those we serve from all sectors, at home and abroad.

Bob was a good friend to the Government Library and Information Group, often attending our events and AGM, welcoming members of the Government sector onto Council or recognising and celebrating our achievements in government depart-

ments. He also regularly engaged with Ministers, departments and agencies directly, not only at DCMS but with other departments too. He knew the world in which we operated and as a Local Authority man he understood the opportunities and challenges of working with elected members – a skill he needed when working firstly as the last Chief Executive of the Library Association and the first of CILIP.

Most recently he was a strong supporter of the work we were doing as a Group to support the implementation of Information Matters, a key development in the government sector which aims to bring together the Information,

(Continued from page 23)

Records and Knowledge professions across government. He was very keen to ensure CILIP had a central role and could shape the thinking of those leading the implementation in government.

Bob demonstrated his humanitarian instincts and support for International causes by his involvement in the activities to raise funds for the GLIG Hikkaduwa Library Appeal. At our launch event, in his inimitable friendly manner, he quickly struck up a dialogue with the Deputy High Commissioner of Sri Lanka and expressed a willingness to look at ways of helping the Librarian profession in Sri Lanka. The following year at our fund raising dinner he rescued the Deputy High Commissioner from a discussion on metadata with a quick turn of the subject to the progress of a cricket test match which was much appreciated.

As a member of the Working Party discovered during a visit to Sri Lanka early this year, Bob's interest was very much appreciated by the former Director General of National Libraries of Sri Lanka. As current President of the Sri Lanka Library Association, he was hoping to invite Bob to their Golden Jubilee celebrations later this year. Most of all, the President expressed his pride in issuing the invitation to Bob, personally. It would have been an ideal opportunity for Bob to begin his retirement by visiting Sri Lanka to witness the success of a cause he had supported from incep-

tion. Sadly, it was not to be.

Bob's family and friends, with CILIP and IFLA, have launched the Aspire Award in Bob's honour, which will help new professionals from the international community and the uk develop through networking at UK and International Events. Details of the award are on the CILIP website www.cilip.org.uk/aspireaward. The award will be funded through donations and if you wish to make a donation you can do so via the website.

He will be dearly missed but never forgotten.

The CILIP B&G Forum

Karen George, Home Office

On the 11th October I attended the second meeting of the CILIP Branch & Group Forum as the GIG representative. The Branch and Group Forum provides discussion and communication between central CILIP (Council and Ridgmount Street) and Branches and Groups and Devolved Nations. It is composed of one delegate from each branch, group and devolved nation, affiliate members and retired members guild and met for the first time in March 2010.

Before the formal business of the meeting started a minute's silence was held in memory of Bob McKee.

For the October meeting, agenda items included: Branch and Group Regulations; Review of Governance; Access to member information; and the implications for Branches and Groups of both Defining our Professional Future and the CILIP budget for 2011.

The Group discussed administrative issues such as whether B&Gs wanted the facility to be able to accept credit card payments for courses etc, an archives policy for B&G papers and the best channels for Forum members to communicate. We also agreed the Branch and Group regulations which can be found on the CILIP website at :

<http://www.cilip.org.uk/filedownloadslibrary/governance/general%20regulations%20-%20appendix%20f%20part%202%20-%20group%20rules.pdf> (Group). Key issues of interest are that, from now on, B&G Terms of Office should be for 6 years, with this arrangement starting from 2011. There will also no longer be any need for B&Gs to hold elections for Committee posts as the Committee itself will have the ability to decide who it appoints, should it need to do so.

For me, the highlight of the meeting was an address from Annie Mauger, the new CILIP Chief Executive who was asked to outline her vision for the coming months. She pointed out that it was only her second week in the post and she was having to learn a huge amount very quickly.

Annie began by praising the enormous contribution that Bob McKee had made to CILIP and the profession as a whole and acknowledged that his sudden death had left a huge void. Annie also acknowledged that the organisation was going through a period of uncertainty, with Bob's sudden death, concerns over CILIP budget, declining membership and questions about the future role of CILIP.

In terms of the CILIP finances, Annie reported that there was an urgent

(Continued from page 25)

need to look at reducing costs and the budget will contain one-off temporary measures aimed at achieving savings. Annie made it clear that everyone in CILIP will be affected by the budget restraints. A longer term financial plan will be published in June 2011.

There are currently 18,000 CILIP members and work will be done to increase new membership and encourage lapsed members to re-join. Annie emphasised that as a professional group we need to have clear principles and be able to articulate the benefits CILIP members bring to society as a whole. She was also very clear that any efforts to increase membership should not drain CILIP resources further.

The B&G Forum then discussed the *Defining Our Professional Future* report. There had been a high response to the member survey and results showed that people feel the sector is fragmented. It showed that members want CILIP to be about:

- Advocacy and leadership
- Networking, developing contacts
- Qualifications, training, professional practice

Annie acknowledged that whilst CILIP has evolved over a very long period to be the organisation it is now, it cannot continue as it is – it has to adopt a different outlook and be more pro-active, flexible and responsive. Everything has to be

open to review. Annie was clear that CILIP needs to become member driven not lead – acting for its members at a higher level.

Annie also felt strongly that B&Gs need to develop their own local profiles and presence and carry out advocacy at a higher level and the GIG Committee has already discussed how we can put this into practice within our sector. We need to identify GIG's key stakeholders and support CILIP in facilitating advocacy at a high level. It is also important for us to have stories that show what we do and the difference we make to our business and society.

The Forum then discussed a paper on access to member information which had been drafted by Norman Briggs (*Framework Code of Practice for the Sharing of Personal Data within CILIP*). B&G's were keen to be able to access information on their members to facilitate communication, particularly electronic mailings via email. However, concern was expressed that this access must be carefully controlled with access limited to B&G membership secretaries only. (If you would like to be able to receive email alerts and updates from GIG and/or CILIP but have not supplied us with your email address, please do so).