



Argyll and Bute Council

**Information Management Strategy
2014-2018**

**Version 1.3
November 2014**

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1. INTRODUCTION

1.1 Purpose of the Document

The purpose of this document is to set a direction and inform the development of a strategic framework for information management across Argyll and Bute Council (the Council). It should be aligned with other corporate Council strategies and reviewed on a regular basis, ideally annually.

The document is split into the following sections:

- **Information Management Overview**

This section provides an introduction to the broad concepts of information management, and introduces terms and definitions. It is designed to give the reader a high level understanding of information management from a generic stand point.

- **Council Priorities**

This section provides a high level summary of the current challenges facing the Council in terms of its management of information, records and content. It also details the overall objectives and Outcomes for improved Information Management.

- **Envisaged Benefits**

- **Strategy Outcomes**

- **Information Management Programme**

The Information Management Programme provides a standardised approach to information management at both a Council level and within each department.

2. INFORMATION MANAGEMENT OVERVIEW

2.1 What Is Information?

For the purpose of this document **Information** is defined as any printed or electronically held document or structured data stored in databases within the Council and any associated third party organisations.

This includes:

- Any printed or handwritten document including correspondence received by the Council.
- Any electronically held document, including media images, email, office documents, social media, audio and video information (often referred to as unstructured information)
- Any information held in a database or similar repository such as customer relationship management information, asset management information or finance information (often referred to as structured information)
- Informal or tacit information held by individuals in notes of meetings, diaries, site visit notes, knowledge banks

This deliberately broad and wide ranging definition has the implication that any information, in whatever shape or form, needs to be managed with the **appropriate** level of care and attention.

Information is essential to all staff, at all levels, and across all services of the Council in order that they can carry out their day to day duties. The Council needs, within its regulatory obligations, to safely manage and secure the information created or managed, but it also needs to dispose of information that is no longer needed and holds little value to the Council. Moving forward we must develop a culture that understands there is a balance between the costs of maintaining the information held, versus the value of that information to the Council and the services that it delivers.

2.2 Definition of “Information Management”

Information Management describes the means by which an organisation “efficiently governs, plans, controls, collects, creates, evaluates, organises, stores, analyses, disseminates, maintains, and disposes of its information, and through which it ensures that the value of that information is identified and exploited to the fullest extent.”

Information Management is not an ICT issue. It incorporates many elements including the nature of the information, the technology used to manage the information, the people (both skills and behaviour) used to work with the information - and the governance applied to the information including management and leadership.

An Information Management Programme has been developed to give guidance to staff within the Council that focuses on embedding a culture of better management of information that becomes part of our normal day to day operation.

2.3 Information Lifecycle

Through this Information Management Strategy the Council recognises that Information is an asset to the Council and that the Council needs to manage information through its lifecycle – no different from managing any other asset. Like any other asset, information has a value to the Council, its staff, customers, communities, partners and third-party suppliers. The Council needs to manage the creation, collection and management of information in a cost effective manner, but more importantly if managed effectively the information has the capability to aid effective decision making and support the efficient delivery of the services provided.



Diagram 1: The Information Management Lifecycle

2.4 Key Aims of Information Management

The key aim of the Council's information vision is to create an environment where everyone, including associated partner organisations values information and supports the manner in which the Council governs, manages and uses information.

The Council's vision is to create an information environment which is:

- **Business Driven** – Information should be viewed as a corporate asset, like people, property and financial assets and needs to be aligned to the strategic priorities of the Council.
- **Custodian based** – Information should have a clear business owner, with defined accountability and responsibility to maintain security, accuracy and currency of information in their charge. Information owners should also acknowledge that the information belongs to the Council rather than a specific team, department or service.
- **Secure** – All users of information should know, understand and adhere to the security requirements and associated access permissions for all the information they use. The Council holds sensitive information and as a result information users should also be aware of the data protection requirement for all the information they use.
- **Integrated** – One of the key goals of good information management is to make information from various sources available to staff at the point of need.
- **Reliable** – Information quality assurance should be maintained to ensure that when viewed the information is current, accurate and complete.
- **Open** – Information is seen as open and accessible to all members of the Council and public unless there are privacy, commercial or legislative reasons to keep it confidential.
- **Role focused** – Information is presented to a user in a format that is customised (wherever possible) to the specific role being undertaken.
- **Aligned** – the information management processes should be aligned to business requirements and should also be aligned wherever possible with existing investments in technology and systems.
- **Agile** – The information management processes and architecture should be agile and flexible to enable changes to be incorporated as the councils use of information expands.

2.5 Business Context

Accurate information is essential for all of our employees, every day, and at all levels so that we can all do our jobs individually or collectively as services of the Council. It needs to be accurate, available and accessible. We need all to be able to recognise its relevance and value.

There is increasing external scrutiny relating to the various Legal (and sometimes conflicting) obligations that are placed on the Council including the FOI, the Data Protection Act and PRSA - Public Records (Scotland) Act 2011. As a large public body, under this Act the Council is expected to apply a business classification scheme to its records. The Business Classification Scheme allows an authority to map its functions and provides a structure for operating a disposal schedule effectively. The Act also requires the Council to evidence the existence of retention and disposal schedules at an operational level (as opposed to policy level commitments to good retention and disposal practice).

Throughout the public sector, information sharing and cross agency working is creating opportunities to streamline services and drive operational efficiencies. Good information management practices will best place the council to engage in collaborative working and take advantage of potential efficiencies.

To maximise the potential benefit from our information we need to manage it effectively, re-use it where we can, share it appropriately and ensure that it is adequately protected.

In summary, the future challenge for the Council is to:

- Create a culture which values information and treats it accordingly;
- Improve access to information through technology, processes and tools;
- Ensure best use of information by developing opportunities for sharing and re-use;
- Comply with information management legislation, policies, standards, codes of practice and other guidance.

3. COUNCIL PRIORITIES

The Council focuses on 4 corporate objectives within the Corporate Plan 2013 – 2017 for delivering excellent services to the citizens of Argyll and Bute. All four objectives focus on collaboration of effort, expertise and resources (within this organisation and with partner organisations and customers), to deliver the very best service that we can to the citizens of Argyll and Bute. Reliable and available information lies at the heart of any collaborative effort and as custodians of this information, we are entrusted to value and manage this information appropriately. Legislation, such the Public records Scotland Act, FOI and Data Protection Act, obligates us to evidence that.

3.1 Corporate Objectives

It is important that the Council is able to measure and report on performance against the four objectives in the table below. The capture and aggregation of information from across the Council will lead to accurate and meaningful reporting. The Information Strategy and a culture of information awareness will ensure that the quality of information captured and used in these reports is of high quality and fit for purpose.

| Corporate Objectives 2013 - 2017 |
|--|
| 1. Working together to realise the potential of our people |
| 2. Working together to realise the potential of our communities |
| 3. Working together to realise the potential of our area |
| 4. Working together to realise the potential of our organisation. |

In particular the Information Management Strategy contributes directly to the outcomes of Corporate Objective 4 – ***“Working together to realise the potential of our organisation”***

3.1.1 Meeting Corporate Objectives

The table below explains the role of the IM Strategy in meeting corporate objectives.

| Corporate Objective (Corporate Plan 2013 – 17) | Corporate Outcomes (Corporate Plan 2013 – 17) | Adoption of a corporate IM strategy can help to achieve these outcomes through: |
|--|---|---|
| <p>Working together to realise the potential of our organisation:</p> <p><i>In order to deliver the best services for our customers. We need to have policies, protocols and processes that focus on our customers' needs.</i></p> <p><i>Our employees need to have the right skills and tools to do their jobs. We need to make the most of our resources by working with our partners to deliver services in a different way.</i></p> | <ul style="list-style-type: none"> • Our services are continually improving. • Our employees have the skills and attitudes to deliver efficient and effective services. • We provide good customer service | <ul style="list-style-type: none"> • Creating a culture which values information and treats it accordingly; • Improving access to information through technology, processes and tools; <ul style="list-style-type: none"> ○ Improving the efficiency of business processes through the delivery of workflow and business process automation ○ Training staff in the better use of information, with policies and processes in place for sharing information both within and outside of the council where appropriate. ○ Improving the use of information by storing information in a coherent and easily searchable manner (based on relevance and need), that is accessible to all staff from any location. ○ Generating high quality management information that can be used to facilitate the improvement in business processes • Ensuring best use of information by developing opportunities for sharing and re-use; <ul style="list-style-type: none"> ○ Controlling the growth in information storage costs by storing information once and removing redundant, obsolete and trivial information. • Ensuring compliance with information management legislation, policies, standards, codes of practice and other guidance. |

4. ENVISAGED BENEFITS

The Information Management Strategy supports council objectives by providing staff access to comprehensive and reliable information, at the point of need, where everyone, understands the importance of handling it correctly, sharing it appropriately and protecting it from improper use.

There are a number of outcomes that benefit the council, staff and customers:

4.1 Corporate Benefits

- Identification and understanding of the Council Information Assets will contribute greatly to the creation of clearly defined and understood policy and guidance Retention and Disposal;
- Supports broader decision making and policy making;
- The Council will be better positioned to demonstrate compliance with regulations such as Public Records (Scotland) Act 2011 and Data Protection Act 1998;
- Enables the council to provide a more effective service to its customers with greater transparency around the information it holds;
- Increases its efficiency by enabling it to get the most out of the information it holds, avoiding duplication and promoting re-use where appropriate;
- Reduces levels of information-related risk and helps to ensure that council information is protected and secure;
- Preserves its public reputation and enables it to meet public expectation of how it will manage their information;
- Builds trust in the quality of its information both for staff and the public;
- Preserves for the public record decisions being made now which will become our history in the future;
- Increases its efficiency by enabling it to get the most out of the information it holds, avoiding duplication and promoting re-use where appropriate; and
- Reduces levels of information-related risk and ensures that council information is protected and secure.

4.2 Benefits for Staff

Improving the way services manage their information brings a number of benefits both to the individual and the services within which they operate. Good information management provides staff with the following benefits:

- Improved searching, retrieving and use of information through the introduction of a more consistent structure for storing information resulting in being able to find information quickly and easily;
- Access to better quality and more reliable information;
- Better access to the right information as a result of de-duplication of information and version control;
- Raised awareness of responsibilities for information handling leading to staff being better equipped to comply with policy and legislation;
- Use of email archiving, search and classification better understood;
- Working more efficiently, making best use of existing information resources - re-using information and not reinventing the wheel;
- Better equipped to work collaboratively - making best use of skills and knowledge;
- Greater certainty and understanding of what to keep, how it should be kept and what to dispose of ;
- Knowing what to share and with whom;
- Reassurance that everyone is complying with responsibilities under legal requirements.

4.3 Benefits for Customers

- Information is captured once and not repeatedly;
- Information is more accurate, reliable and accessible;
- Assurance that information relating to them is protected and handled appropriately;
- That when they give consent to share information, that consistent standards will be applied;
- The council is more responsive, informed and able to deal with customer queries and transactions quicker.

5. STRATEGY OUTCOMES

Having considered how the IM Strategy can help meet Corporate Objectives, identified an initial batch of outcomes, and identified the envisaged benefits for the Council and our customers, the following section explores the detail around anticipated outcomes, associated activities and performance expectations.

Outcome 1 : To Create a Culture which Values Information

The strategy aim is to create an organisational culture which values information and works to remove barriers to managing information effectively.

We will communicate our vision and culture to all staff and stakeholders, resulting in a high level of awareness due to effective messages around Information Management. Changing culture and behaviours is a long process but we will continue building a culture:

- Which values sharing information and knowledge and recognises the consequences of not sharing;
- Which values protecting information appropriately;
- Where staff have confidence and trust in the quality of the information they manage and use;
- Where good information management is everyone's responsibility and part of how people do their jobs every day;
- Where managing information is viewed positively – as an enabler to our business and not an additional responsibility;
- Where we anticipate future information management requirements, planning proactively to improve our efficiency and effectiveness and not just react when things go wrong;
- Where policies are accessible, understood and followed by staff;
- Which values collaborative working and discourages silo working;
- Which values corporate benefits over individual benefits.

Activities

The main activities that will be undertaken in 2014/18 to achieve this priority outcome are:

- Create a clear governance structure for information management
- Develop and implement records management policies, procedures and guidance
- Implement an appropriate training and awareness programme
- Develop and implement a Customer Information Charter

Performance

The following performance indicators will be used to monitor progress in the outcome for the 4 year life span of the strategy:

| Performance (4 years) | | | | |
|---|--|--|-------------------|----------------------------|
| Performance Measure | 2015 & 2016 target | 2017 & 2018 target | Service | Responsible Officer |
| % Office Staff trained in Information Management | 80% | 100% | All Service Areas | Heads of Service |
| Information Management Policies, Procedures & Guidelines in place | 100% complete, relevant and up to date | 100% complete, relevant and up to date | Customer Services | Head of Governance & Law |

Outcome 2 : Improve Access to Information through Technology, Process and Tools

There has never been a more important time for the council to focus on how it manages information. The council now has more information and is conducting more integration between systems than ever before. The IT Capabilities that are and will be needed in the future to support better delivery of Services will be driven by the need for information. The benefits of Information driven ICT transformation to the staff and the Council are:

- A more consistent use of IM tools and systems will make it easier for staff to access, reuse and share information across organisational or network boundaries where there is a business need to do so;
- It will enhance security, providing increased protection for information;
- Allow for the centralisation and consolidation of systems currently used within the council;
- Facilitate collaborative working, support remote working and also provide significant efficiencies.

To achieve the aims of this strategy we need to ensure our Information Management and ICT requirements are aligned and that Information Management needs are a key factor in the making of IT decisions. This will cover: the planning and acquisition of new systems; the implementation and management of systems; the management of legacy systems and the secure disposal of information and IT equipment. We must focus on the availability, integrity and confidentiality of information within systems and not the systems alone.

All Information Management tools need to:

- support effective retrieval and re-use;
- support the needs of the business and adapt to changing requirements;
- support standardisation of documentation across the council;
- support flexible, remote and collaborative working;
- protect information and provide information security;

- support compliance with standards, policies and legislation such as the Public Records (Scotland) act 2011;
- provide continued access to digital information;
- provide reliable management information to inform decision making.

We will work towards a situation where our business information is held in appropriate core business applications or a corporate repository for non-structured information - and not stored in a multitude of email inboxes, bespoke local applications, filing cabinets and personal drives. We will develop existing systems to support local champions (Information Liaison Officers, Local Records Officers) capable of meeting business, user and Information Management needs.

The council has already invested in Electronic Document Workflow Management Systems (EDWMS) which are utilised by a range of services and have a number of advantages for the individual and the Council:

- Information can be shared where appropriate and re-used;
- Scanning, reducing paper;
- Reduces the risk of duplication – a single copy of a document is held centrally, rather than multiple copies held locally;
- The latest version of a document is easily identifiable;
- Appropriate retention and disposal rules can be applied;
- Information is stored securely and protected via permissions settings;
- Information is not lost when a member of staff changes roles or leaves the council;
- Using an appropriate corporate repository means less money is spent on individual business-specific solutions.

There is also some very good use of SharePoint for storage of non-structured information and as a portal for accessing single source information in a beneficial way.

The Council must develop a Business case for a single Electronic Document and Records Management System (EDRMS) or maximise benefits from the existing systems through greater uptake, better integration and appropriate Business Intelligence tools.

Activities

The main activities that will be undertaken in 2014/17 to achieve this priority outcome are:

- Linking, sharing and consolidating council IT systems where possible
- Consolidate corporate document solution/ repositories where possible or implement a single corporate EDRMS solution
- Encourage best use of appropriate tools to allow remote working, collaboration and sharing including MS SharePoint and MS LYNC
- Support opportunities paperless transactions within the council and with customers

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

| Performance | | | | |
|--|-------------------------------|-------------------------------|-------------------|----------------------------|
| Performance Measure | 2015 & 2016 target | 2017 & 2018 target | Service | Responsible Officer |
| % of Office Staff handling electronic records who actively use EDWMS | 90% | 100% | All Service Areas | Heads of Service |
| % Paper Records archived after 3 months | 50% | 100% | All Service Areas | Heads of Service |
| Reduction in Volume of Duplicate Documents | 30% | 10% | All Service Areas | Heads of Service |

Outcome 3 : Ensure Best Use of Information by developing Opportunities for Sharing and Re-Use

Information and knowledge are key corporate assets and by reusing and sharing them we release their value and maximise benefits to the business. The council recognises the need to share information and knowledge with colleagues, business partners, stakeholders and others as appropriate – and the benefits that this brings. Sharing and protecting information are both essential to working together to serve the public. Further, sharing information and building professional relationships with partners and agencies will aid in the development of a joined up approach to public services. Information Sharing Agreements will provide staff with the security and confidence to know that what they are doing is correct.

At a time when we are under pressure to do more with less the council cannot afford to reinvent the wheel but must make the most of the knowledge and information it already has.

In order to achieve the above, this strategy advocates:

- Development of a clear picture of where information and knowledge reside across the organisation
- Identifying who the council needs to share information with, e.g. Stakeholders and suppliers, and manage this in a responsible way
- Establish common data sharing principles and agreements, and work to embed these across the council
- A risk-based approach to sharing to ensure information and knowledge are shared responsibly
- Active sharing and re-use of information to meet the business need
- Sharing of appropriate information with the public to meet government commitments on transparency and accountability, facilitating the re-use of data to increase economic and social value

The main activities to be undertaken in 2014/18 to achieve this priority outcome are:

- Implementation and maintenance of a central register of information
- Development and Implementation of standard sharing protocols and agreements
- Develop opportunities for sharing between council services
- Develop opportunities for sharing with partner organisations

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

| Performance | | | | |
|---|--------------------|--|-------------------|---------------------|
| Performance Measure | 2015 & 2016 target | 2017 & 2018 target | Service | Responsible Officer |
| % Information Risk Assessed | 80% | 100% complete, relevant and up to date | All Service Areas | Heads of Service |
| % Systems with sharing/processing agreements in place | 75% | 100% | All Service Areas | Heads of Service |

Outcome 4 : Compliance With Information Management Legislation, Policies and Standards, Codes of Practice and Other Guidance

There are many Information Management related requirements; some of these are external and others are internally generated. While some are wholly focused on Information Management, others are not, for example, those on technology or security.

We are legally obliged to comply with some requirements such as the Data Protection Act (1988), Freedom of Information (Scotland) Act 2002, Public Records (Scotland) Act 2011, Re-use of Public Sector Information Regulations 2005, INSPIRE (Scotland) Regulations 2009 and Environmental Information (Scotland) Regulations 2004.

The aim of this strategy in regard to the legislation referred to above is to:

- Bring together and maintain those Information Management requirements with which we must comply. These requirements will be prioritised according to the potential impact and associated risks;
- Rationalise the differing requirements of standards, legislation etc. to better understand our obligations;
- Build these requirements into our ways of working by embedding them in our next generation IT infrastructure and developing our corporate Information Management policy framework;
- Be aware that compliance requirements will vary across the council and, through a project management framework, consider resources required to achieve compliance;
- Be aware that requirements will change over time and that our responses must change too;
- Use a measured, risk-based approach to determine the degree of compliance required.

- Report regularly on the uptake and statistics for online security training and security breaches;
- Establish internal auditing processes and align these with external audit requirements, such as Information Management Assessments by The National Archives;
- Ensure that we are clear about who is responsible and accountable for compliance;
- All staff are required to comply with FOISA, DPA and other relevant legislation;
- The council must work to balance any “risk averse culture”, where some staff have a fear of sharing information, to a “risk aware culture” giving staff the confidence to share information.
- While ensuring that information is properly protected, we will appropriately and effectively
- Share information in order to protect the public. It is essential that we communicate to staff that protection and sharing are not opposing principles.

A corporate approach to information security will:

- Ensure that everyone who handles council information receive information security training and remain aware of the standard methods of handling council information.
- Ensure that everyone is aware of the Argyll and Bute Council information charter when information is being collected and processed on their behalf.
- Develop and maintain an information security management system (ISMS) within the council that provides a framework for managing information security, including the policies, procedures, processes, products, people and tools.
- Actively identify any shortfalls in security and manage each instance to a point where remedial actions are taken to prevent breaches in security.
- Ensure that standards of destroying information e.g. shredding documents, is consistent across the organisation.
- Ensure that the owners and administrators apply the corporate standards to all ICT systems and applications managed within service areas.

Activities

The main activities that will be undertaken in 2014/18 to achieve this priority outcome are:

- Implement an accessible central information management policy framework
- Align systems, processes and procedures with legislative requirements
- Further develop information security standards, practices and awareness
- Identify and manage information risks

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

| Performance | | | | |
|--|-------------------------------|-------------------------------|-------------------|----------------------------|
| Performance Measure | 2015 & 2016 target | 2017 & 2018 target | Service | Responsible Officer |
| % of upheld complaints to the Information Commissioner | 0% | 0% | Customer Services | Head of Governance & law |
| % FOI Requests completed on time | 100% | 100% | All Service Areas | Heads of Service |

6. Information Management Programme

6.1 General

The Information Management Programme is intended to be a Council-wide development which will last up to 4 years. Beyond this point information management will continue to be an integral part of the way the Council operates.

A permanent IM governance structure is essential - one that continues beyond the 3 years estimated for the completion of the IM Programme. This recommended on-going governance structure sees responsibilities assigned amongst the following :

- Senior Responsible Officer (Executive Director level)
- Information Management Steering Group
- Information Manager
- Information Management Working Group

As the IM Programme progresses it will itself identify further governance roles within individual Services.

6.2 Information Management Governance and Roles

This Information Management Strategy and the associated action plan will provide a road map for implementing an Information Management Programme and delivery of the Information Management Strategy. The supporting organisational structure for delivery of that plan and governance thereafter is detailed below. Initially governance will be provided by the Information Management Project Board. On completion of the project, governance will be provided by the ICT Steering Board.

6.2.1 Information Management Organisation Structure

| Group | Governance Role | Frequency |
|-------------------------------|---|-----------|
| The ICT Steering Board | The ICT Steering Board will provide input and direction for the implementation and ongoing review and governance of the Information Management Strategy and Programme. The ICT Steering Board has representation from business and technical areas within the Council, supported by specialists on a regular and 'as needed basis'. This Board meets quarterly. | Quarterly |

| | | |
|---|---|-------------|
| The Information Management Working Group | The group responsible for the implementation of the IM Strategy and progression of related IM projects and initiatives. | Quarterly |
| Departmental Management Teams | To review and approve Information Asset Register revisions | Annual |
| Council | Approve Strategies and Policies | As required |

6.2.2 Information Management Strategy Roles

There are some key roles in the delivery of the IM strategy:

| Governance Role | Description |
|---|--|
| The Senior Responsible Owner (SRO) | The SRO for the Information Management Strategy is the Executive Director – Customer Services, the chair of the IM Steering Group and associated project sponsor. |
| The Information Manager | The Information Manager (IM) is responsible for the ‘day to day’ delivery of the Information Management Strategy and its Governance, Insight and Rationalisation work-streams. The Information Manager will report to the SRO. The IM will chair the IM working Group. |

6.2.3 The ICT Steering Board

The following attend the ICT Steering Board:

- **SRO (chair)**
- **Information Manager**
- **Business Representation**
 - Head of Governance & Law
 - Head of Customer & Support Services
 - Head of Adult Care
 - Head of Facility Services
 - Head of Planning and Regulatory Services
 - Finance Manager

Also in attendance

IT Infrastructure Services Manager
 Governance & Risk Manager
 Archivist/Records Manager
 ICT Projects and Liaison Manager
 ICT Client Liaison Officers

6.2.4 Information Management Working Group

The following representation is required to attend/ contribute to the IM Working Group:

- **Information Manager (chair)** – tbd
- **Business Representation**
 - All departments – key IM representatives
- **Specialist Representation (regular and/or specialist)**
 - ICT Client Liaison Officers
 - Governance & Risk Manager
 - Archivist/Records Manager

Information Management Compliance and Assurance

The Senior Responsible Owner for the Information Management Strategy needs to be appointed directly on compliance and assurance matters.

6.3 IM Programme Action Plan

There are 4 proposed workstreams or themes within the IM Programme:

| Theme | Description |
|--------------|---|
| 1 | Governance and Compliance & Assurance |
| 2 | Information Asset Audit |
| 3 | Enabling Systems & Technologies |
| 4 | Communication & Training and Use & Practice |

Outline timescales/ action plan for these workstreams are provided in the Appendix.

APPENDIX - ACTION PLAN

| Theme 1 – Governance and Assurance | | | | | | |
|---|--|--|----------------|--------------|---------------|----------|
| Action | Description | Planned Outcome | Owner | Start | End | Status |
| Establish the Governance Structure for IM | Implement the structure for IM Governance as detailed within the IM Strategy | <ul style="list-style-type: none"> • IM Steering Group established • IM Working Group established | Douglas Hendry | October 2014 | December 2014 | Complete |
| Develop IM and Records Management Policies, procedures and Guidance | <p>There are a range of IM related policies that will be required to be developed or reviewed within the overall IM Framework including:</p> <ul style="list-style-type: none"> • Records Management; • Information Security; • Email; • Electronic Communications; • FOI; • PRSA; • Social media; • AUP; • Data Protection; • Business Continuity; • Corporate Communication; • Information asset management. | <ul style="list-style-type: none"> • Re-aligned Security Polices and Practice. • Information Sharing protocols and agreements within the Council and with partner organisations; | Charles Reppke | | December 2015 | Active |

Theme 1 – Governance and Assurance

| Action | Description | Planned Outcome | Owner | Start | End | Status |
|--|---|---|-----------------------------|----------------|--------------|----------|
| Develop and Implement a Customer Information Charter | An Information Charter will set out the standards applied to the handling of customer information | Customers are aware of the charter when providing information to the Council. | Charles Reppke/ Judy Orr | March 2015 | July 2015 | Planned |
| Published Records Management Plans in compliance with the Public records Scotland Act 2011 | The Council's Records Management Plan will be developed and reviewed by the Keeper of the Records of Scotland early 2015. Once approved a regime for annual review will be established. | Records Management Plan accepted by the Keeper of the Records of Scotland with regime for annual review in place following its publication. | Charles Reppke | | Dec 2015 | Active |
| Corporate Governance for MS SharePoint | <ul style="list-style-type: none"> Establish an authorisation process for SharePoint Site Creation; Creation of a Corporate Taxonomy (classification system) and guidance around the use of metadata. | Establish an authorisation procedure and process for SharePoint site creation; | Douglas Bailey | September 2014 | October 2014 | Complete |
| | | Administrators and users of SharePoint apply the corporate taxonomy in the organisation and describing of SharePoint information. | Katrina Duncan | January 2015 | July 2015 | Active |

Theme 2 – Information Asset Audit

| Action | Description | Planned Outcome | Owner | Start | End | Status |
|---|--|---|----------------|-------------|------------|---------|
| Implement an Information Asset register | Identify, collate and risk assess all Council information assets | <ul style="list-style-type: none"> • A register of information assets that have been assessed in terms of risks and approved by individual department. • Regime in place for annual review and update; • Weaknesses in information handling being addressed. | Katrina Duncan | August 2014 | March 2016 | Ongoing |

Theme 3 – Enabling Technologies

| Action | Description | Planned Outcome | Owner | Start | End | Status |
|---|--|---|----------------|------------|------------|---------|
| EDRMS – Options appraisal and Outline Business Case | A detailed evaluation of SharePoint and its Record management capabilities, extending integrated EDRMS in additional to exploring a new corporate EDRMS. | A costed Business Case for a future IM and RM solution. | Katrina Duncan | Jan 2015 | Apr 2015 | Active |
| Implement Improved Intranet (Hub) | Linked content/ data to the hub | Hub linked to definitive source of content with greater integration avoiding duplication, and improving reliability of information. | Judy Orr | March 2015 | March 2016 | Planned |

Theme 3 – Enabling Technologies

| Action | Description | Planned Outcome | Owner | Start | End | Status |
|---|---|--|----------------|----------------|----------------|----------|
| Maximise the use of appropriate tools to allow remote working, collaboration and sharing | This action will focus around encouraging services to embrace the culture of more effective IM and uptake of new and improved technologies and around any new EDRMS, Central Mail Handling, SharePoint , LYNC, email and attachment classification etc. | Appropriate staff are properly equipped to work remotely and access shared information | Gerry Wilson | November 2014 | March 2016 | Active |
| Provide technology solutions for higher levels of Paperless Transactions with the Council | Enabling customers to interact with the Council through electronic means across all services as preferred means | Services have adopted a Digital First strategy and delivered all appropriate services online | Judy Orr | September 2014 | March 2017 | Active |
| Replacement of the current Email Archiving System | A new and improved email archiving system will reflect the Council's strategies for retention and disposal of information and information retrieval. | New email archiving system live | Douglas Bailey | December 2014 | September 2015 | Active |
| Full roll out of the TITUS Email Classification Scheme for Email | The existing email classification scheme will be extended to all users, attachments within emails and will extend to mobile phones and integrated business application email engines. | All emails are classified in accordance with the Council's Protective Marking Scheme | Douglas Bailey | April 2014 | December 2014 | Complete |
| Participation in the Scottish Wide Area Network | Facilitating cross departmental collaboration | Improving Accessibility to information using a robust and | Gerry Wilson | August 2014 | September 2016 | Active |

| Theme 3 – Enabling Technologies | | | | | | |
|--|---|--|--------------|--------------|------------|---------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status |
| (SWAN) programme | compliance with PSN Code of Connection | reliable communications network | | | | |
| Extend Central mail handling to incorporate all geographic areas of the Council. | Extend the existing central mail handling service in Lochgilphead to other locations in Argyll and Bute | Mail routed to a central point in Kilmory and applicable incoming mail scanned at source for electronic distribution and availability. | Judy Orr | TBD | TBD | TBD |

| Theme 4 – Communication & Training | | | | | | |
|--|--|--|----------------|--------------|------------|---------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status |
| Implement an Awareness Training Programme for IM across the organisation | Introduce an appropriate programme and a set of training materials to ensure all staff are aware of their responsibilities around the management of information. | Staff understand what is required of them in terms of improved IM | Jane Fowler | April 2015 | March 2016 | Planned |
| Establish appropriate training resources for MS SharePoint | Introduce a training programme for MS SharePoint and ensure all administrators are properly equipped to structure and manage SharePoint sites in accordance with IM policies | Appropriately trained users in MS SharePoint including advanced levels for Administrators; Appropriately trained ICT staff better equipped to support users within MS SharePoint environment. | Katrina Duncan | April 2015 | March 2016 | Planned |