



Argyll and Bute Council Information Management Development Plan

1. Purpose and Scope

This Development Plan sets out the priority actions required to deliver the Council's Records Management Plan (RMP) 2026, Information Management Strategy 2026–2029, and the Microsoft 365 Phase 3 Information Management implementation Programme as a single, integrated approach.

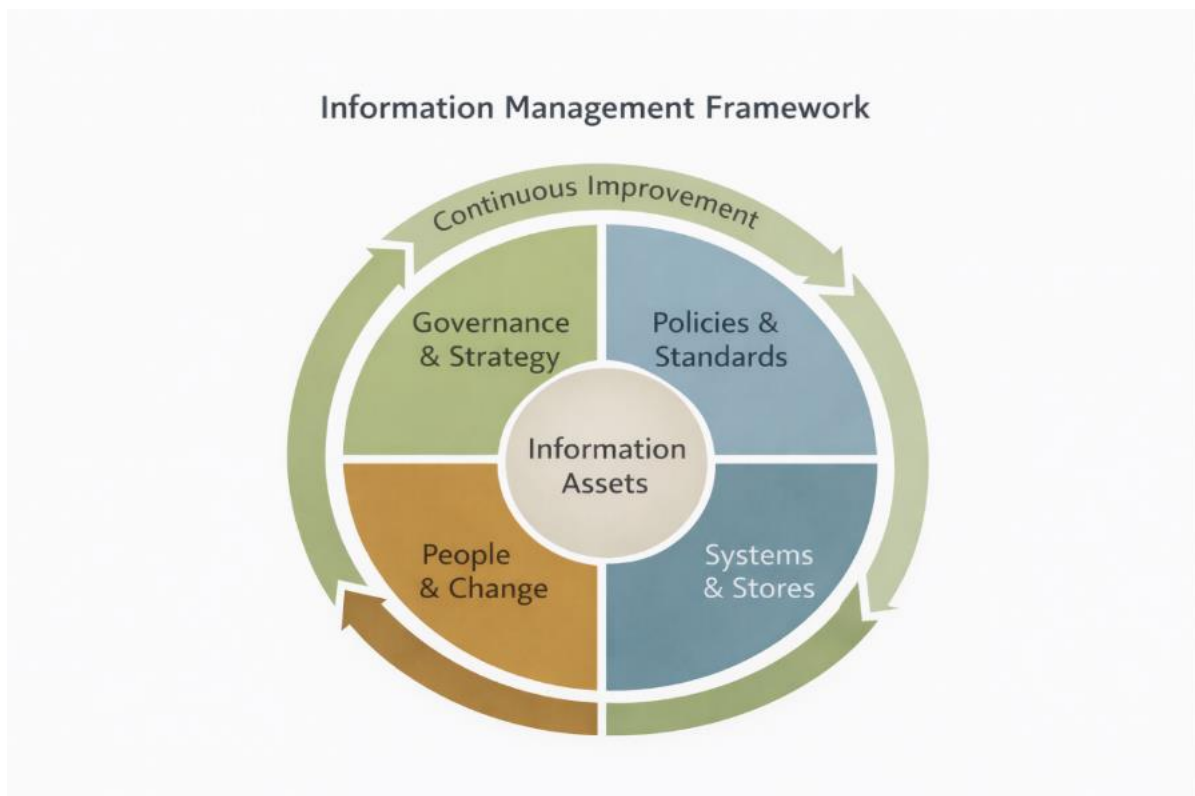
It consolidates statutory requirements, strategic objectives and practical implementation steps into one coherent improvement roadmap. Its purpose is to ensure that Argyll and Bute Council has:

- clear governance and responsibilities
- a modern information architecture
- consistent lifecycle and retention management
- confident and capable staff
- sustainable digital record keeping processes
- continuous improvement mechanisms

This Plan supports the Council to meet its obligations under the Public Records (Scotland) Act 2011 and deliver effective, compliant and digitally enabled information management across all services.

2. Strategic Purpose

The strategic purpose of this integrated Development Plan is to implement the four core elements of the Council's information management governance framework, on the basis of continuous improvement.



These four components form a single, mutually reinforcing framework for sustainable information governance which will be implemented through the following:

Information Management (IM) Strategy 2026–2029

Sets the vision, principles, maturity model and element delivery approach, based on continuous improvement.

Microsoft 365 Phase 3 Information Management (IM) Implementation Programme

Provides the technical platform, lifecycle automation, architecture and change management tools.

Information Asset Register (IAR) Framework

Defines ownership, risk and governance rules

3. Guiding Principles

The actions in this Plan reflect the principles set out in the IM Strategy, RM Policy, M365 IM Toolkit and IAR Guidance:

- **Consistent:** shared standards across all services
- **Proportionate:** risk-based decisions and scalable implementation
- **Technology-enabled:** making best use of M365 and other relevant Council business systems RM/IG functionality, automated where possible
- **Integrated:** architecture, policy, and practice working together
- **People-centred:** training and behavioural change at the core
- **Sustainable:** embedded in governance and annual review cycles

These principles guide every action in the Plan.

4. IM Development Plan Sections with mappings

Records Management Plan (RMP) 2026

Sets out the Council's current compliance position with supporting evidence, and next stage compliance improvement action, in relation to the statutory compliance requirements of the 15 model RMP elements.

Element

1. Senior management responsibility
2. Records manager responsibility
3. Records management policy statement
4. Business classification
5. Retention schedules
6. Destruction arrangements
7. Archiving and transfer arrangements
8. Information security
9. Data protection
10. Business continuity and vital records
11. Audit trail
12. Records management training for staff
13. Assessment and review
14. Shared information
15. Public records created by third parties

The RMP 2026 delivery plan is integrated with the IM Framework and M365 Phase 3 IM implementation programme.

IM Framework delivery plan

Timeline – 2026 – 2029

Structured by the four elements of the IM Framework

Element	Action / Deliverable	RMP element improvement action mappings	M365 Phase 3 - 7-Stage Plan mappings
1. Governance and Strategy	Articulate Information Governance Framework		
	Reviewed and updated Information Management Strategy	13	
	A proposed information architecture that is robust, sustainable and can be used across the Council's information assets to show where information should be stored and how it will be managed Business Classification Scheme Metadata Schema Retention Schedule Security Classification Information Asset Register (IAR) BSR	4, 5, 6, 8, 9, 10	Pre-requisite for 1.1 Finalise IAR (populate)
	Gap analysis of M365 information governance and records management capabilities and identification of work required to deliver compliance requirements	11	Pre-requisite for 1.6 new infrastructure design and 1.7 implementation
	Compliance audit of existing case management/record keeping systems	6, 13	N/A – although may identify additional files needing to be migrated from existing systems as solution to non-compliance outcome of audit
	Plan for migrating information to M365, identifying what information will be transferred, which M365 tools to use. Development of use cases for the M365 tools as appropriate	7, 8, 9, 11, 14	1.2 Current file share review 1.3 Develop Service File Plan 1.4 Build new File Shares 1.5 Identify files for migration

Element	Action / Deliverable	RMP element improvement action mappings	M365 Phase 3 - 7-Stage Plan mappings
	High level governance proposals on controls for managing information within M365.	4, 5, 6, 7, 8, 9, 11, 14	Pre-requisite for 1.6 New infrastructure design
	Roadmap for implementation of subsequent elements including proposals for managing retention and disposal, management of metadata standards, security and permissions, and file plan.	4, 5, 6, 7, 8, 9, 11, 14	Pre-requisite for 1.3 Develop service file plan 1.6 New infrastructure design
	Formation of the Information Management Steering Group and Information Management Working Group containing representatives from across all Council Services who will take forward this records management responsibility going forward	2	Next element of work following 1.7 implementation
2. Policies and Standards	Deliver required framework policies, procedures, and guidance		
	A gap analysis of existing policies and procedures to understand where additional policies need to be developed and approved. This will use the elements of the RMP as an initial framework or checklist.	3, 7	
	Where the Council does have an existing policy, the policy will be reviewed and updated as required.	3, 8, 9, 11, 13	
	The development of any policies that are not currently in place at the Council. These will be developed by the IM project board and approved by the Policy and Resources Committee.	3	
	Each service area will have an up-to-date Information Asset Register which reflects the governance needs of the information assets that they work with.	5, 9, 10, 14	1.1 Finalise IAR
3. Systems and Stores	Review and implement in corporate EDRMS - & subsequently other systems		
	Practical implementation of good information governance across the Council, requiring the information governance framework to be applied across all Council systems and functions. For the duration of this strategy, this work will be focussing upon SharePoint and the M365 environment	4, 5, 6, 7, 8, 9, 11, 14	1.6 New infrastructure design 1.7 Implement

Element	Action / Deliverable	RMP element improvement action mappings	M365 Phase 3 - 7-Stage Plan mappings
	The integration of the work from elements 1 and 2 to produce a fully functional working environment for each service across the Council. This environment will maximise the potential of the system to support delivery of their work while significantly improving the efficiency and effectiveness of managing records and information.	4, 5, 6, 7, 8, 9, 11, 14	1.6 New infrastructure design
	The managed migration of content from existing working environments to the SharePoint environment.	4, 5, 6, 7, 8, 9	1.7 Implement
	The development and roll out of appropriate information and guidance of all those that will be working in the M365 environment.	5, 7, 8, 9, 11, 14	1.7 Implement
	Appropriate Information management controls will be considered for third party line of business systems at system upgrade or replacement.	15	
	Argyll and Bute Council has recently invested in a Business Continuity Management System – Meridian - and is currently implementing this to replace the current manual business continuity processes	10	
4. People and change	The final element focusses on actions to fully embed new behaviours and cultural change into working practices across the Council to enable delivery of this strategy as well as demonstrate how it is facilitating and enabling delivery of the wider Council vision. Preparation for this element will be started during the initial 3 elements, ensuring that staff have all the necessary foundational policies, guidance, resources, and tools to benefit from their new working environment. Fundamentally, the previous elements should enable staff to carry out information management tasks more effectively and with confidence, and this element will focus on ensuring every role within the organisation can realise the potential benefits.	5, 7, 8, 9, 11, 12, 14	Input from 1.1 Finalise IAR and 1.2 Review file shares Next element of work following 1.7 implementation

Element	Action / Deliverable	RMP element improvement action mappings	M365 Phase 3 - 7-Stage Plan mappings
	The specific activities for this element will be developed as the Council progresses through the initial elements and this strategy will be updated accordingly at each annual review.		
	Records management course on LEON mandatory as part of the induction process with the requirement to complete a refresher course every two years to ensure that employees of Argyll and Bute Council have access to the resources required to follow good records management practices to comply with Council policy and to better support them in their job role	12	

Corporate M365 project: Phase 3

Timeline – 9 months per service – rolling programme

Structured by Seven Stage Implementation Plan – rolled out in elements, by Service, starting with early adopter services

3rd element of the corporate M365 project focusing on the implementation of the Council's Information Management Framework:

1. As EDRM solution within SharePoint
2. Implementation of information governance arrangements for wider M365 ecosystem.

M365 Project Phase 3: Seven Stage Implementation Plan

Stage	Description	Resources	RMP element mapping
1.	Review current Information Asset Registers (IAR's) – This is an existing requirement of services but following the new format.	Co-ordination by IM team, with input from IM Consultant. Service to provide resources to review and update their IAR.	3, 4, 5, 8, 9, 10, 13, 14, 15
2.	Review current data and shared drives – e.g. identify volumes, types of files, duplication of information and information which we should not retain.	Resources input from IT to assist with the analysis utilising software. IM team and Service to engage to review their current data in line with their IAR.	3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15
3.	Develop service/ team specific file plan(s) (i.e. naming conventions, security, retention, user requirements etc.) This information will be based on the IAR's completed at Stage 1 and File Review at Stage 2	Requires resource input from IM Team, IM Consultant and Service resource to agree the to-be file plan.	3, 4, 5, 6, 7, 8, 9, 10, 12, 14, 15
4.	Build new file share in drives – This allows teams to test the planned approach, working in proposed new structure.	ICT Team to build the new structure based on design agreed in stage 3, with support from IM Team, IM Consultant and Service resource (for testing the file plan)	3,4,5,6,7,8,9,10,11,12,14,15
5.	Identify files for migration – This would include all files in the new structure in Stage 4 and any others identified that could be moved immediately or gradually into the new structure (refer to options for migration Section 3.4)	Service resource	4,5,6,7,12
6.	Plan and design new infrastructure – This would involve building the structure within the Teams/Sharepoint environment, configuring sensitivity labels, retention labels etc. to allow documents to be classified appropriately and assist with document destruction in line with IAR (Stage 1).	Input from IM Consultant and IT Consultant, assisted by IM Team, ICT Team to build the high level structure	3,4,5,6,7,8,9,10,11,12,14,15
7.	Implement – Data is migrated from the new file share in drives (Stage 4) into new structure built in Stage 6.	ICT & IT Consultants (see the file migration - Options appraisal Section 3.4 below)	3,4,5,6,7,8,9,10,11,12,14,15

Seven Stage Plan – mapped to original methodology

Stage	Activities	Tasks
1.1 Finalise IAR	Identify business and Information Governance / Records Management requirements	
		Identify business activities & related information assets
		Map to business classification scheme and retention schedule
		Populate information asset register
		Identify current IM issues and risks
		Identify project drivers and benefits
1.2 Current File share Review	Conduct inventory and analysis of current shared drives	
		Agree inventory and analysis requirements
		Undertake inventory using file analysis tools
		Undertake inventory analysis and document outputs
		Create baseline report
1.3 Develop service file plan	Develop file plan	
		Develop draft file plan
		Review / test file plan
	Develop governance rules and guidance for rationalised file share structure	
		Develop
		Review and update
		Approval
1.4 Build new file shares	Build new file share structure if required	
1.5 Identify files for migration		
	Review definite ROT identified in shared drive file analysis	

	Agree scope and method of initial migration	
	Identify and prepare files that need to be migrated	
	Develop strategy for dealing with legacy files	
	Migrate files to new file share	
		Agree and action requirements for reclassifying files selected for migration
		Migrate files to new file shares
		Lock down old directories to read only - if this approach is agreed
	Performance monitoring and review	
		Gather new performance data and report improvement from baseline
		Proactive user support to identify and address issues
		Prepare lessons learnt report
		Update template process based on lessons learnt
1.6 New Infrastructure Design		
	Plan, design and build information governance and architecture including MS Teams, SharePoint and Hub sites, and document libraries based on Corporate standards early adopter requirements	
1.7 Implement		

Timeline

IM Framework M365 Implementation Plan		Q1	Q2	Q3	Q4	Q1	Q2	Q3
Procurement		█	█	█				
Naming			█	█	█	█	█	█
Structure			█	█	█	█	█	█
Migration				█	█	█	█	█
Early Adopter Service 1								
1.1	Finalise IAR	█	█	█				
1.2	Current File Share Review		█	█				
1.3	Develop Service FilePlan			█	█			
1.4	Build New File Shares				█			
1.5	Identify Files for Migration			█	█			
1.6	New Infrastructure Design			█	█			
1.7	Implement			█	█			
Service 2								
2.1	Finalise IAR		█	█	█			
2.2	Current File Share Review			█	█			
2.3	Develop Service FilePlan			█	█			
2.4	Build New File Shares				█			
2.5	Identify Files for Migration				█	█		
2.6	New Infrastructure Design				█	█		
2.7	Implement				█	█	█	
Service 3 repeat					█	█	█	█
Service 4 repeat					█	█	█	█
Service 5 repeat					█	█	█	█
Ongoing rollout by service					█	█	█	█