

Information Management Strategy Action Plan

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Draft for Policy Committee approval

Information Management - Key Principles

The Strategy and Action Plan are based around these eight key themes



1. Information is compliant
2. Information, data and records are strategic assets
3. Information is shared appropriately
4. There will be one version of the truth
5. Customers and businesses access and maintain information about themselves
6. Information architecture enables data
7. Information is fit for purpose
8. Information is owned and managed securely throughout its lifecycle

Information Management - Key Principles

1. Information is compliant

- Information is managed in line with all applicable statutory, legal and regulatory requirements to encourage good working practices and compliance with legislation.

2. Information, data and records are strategic assets

- Regardless of where information is held, it is a corporate resource and the property of Reading Borough Council.
- All information, resources and processes should add value to the work of the Council and demonstrate value for money.

3. Information is shared appropriately

- Information is treated as shareable unless it is personal or commercially confidential.
- Reading BC staff can access information for the effective performance of their role, and there is the opportunity for the free flow of information.
- Information is secured based on the risk and impact to the subject. It is classified for handling, how it should be stored, and who can access it.

4. There will be one version of the truth

- Wherever possible, one data source will be recognised as authoritative. All other versions will reference that source.
- Consistent definitions are used for data to ensure integrity and ease of understanding.

5. Customers and businesses access and maintain information about themselves

- Personal, sensitive and commercial information is kept secure and confidential, but it will be accessible to the individuals it relates to.

6. Information architecture enables data

- Data is retained in repositories and architectures that enable the Information Strategy and those repositories are documented.
- Self-service of data will be the expected way of working for all services and our data technologies should support this.

7. Information is fit for purpose

- Information is not collected unless we have consent and a business reason for doing so.
- Information is accurate, reliable, timely and provides value.
- Quality is maintained throughout the lifecycle and quality issues are addressed proactively.

8. Information is owned and managed securely throughout its lifecycle

- Information has a defined Owner who is responsible for the management of it through its lifecycle.
- Information is stored and managed in one place and accessed many times (rather than duplicated in different locations).

Items in bold and highlighted with an asterisk * are considered key measures in 2022/23 and will be reported to Audit and Governance Committee on a quarterly basis by way of a dashboard to monitor progress on this action plan.

1. Information is compliant					
#	Objective	Action	Ownership	Measures	Timescale
1.1*	To ensure that the business is compliant with Data Protection legislation	Develop a framework to establish where processes and/or information is non-compliant	Through IGCN and IG T/Leader reporting to IGB	Track % Service compliance with requirements	New approach from April 2022 and quarterly updates to Audit and Governance
		Report non-compliant practice to the information governance board on a regular basis			
		Work closely with Services to establish suitable risk management and implement compliant practice			
1.2	To publish all information as required under the Local Government Transparency Code 2015 and other legislation	Define a process to establish what information needs to be published across the Council on an annual basis and how this will be done.	DPO - complete	Process and compliance to be monitored in IGB	Annual Review at IGB
		All relevant departments publish their own information as prescribed by the 2015 Local Government Transparency Code and other legislation, and to ensure publication in accordance with mandatory timescales.	DPO - initial review complete		
		Develop a process for ensuring all content for external publication is fully accessible (legal requirement)	Web team	% outstanding identified	Underway and ongoing
1.3	To ensure staff are aware of, and compliant with, the Council's requirements regarding records management	Develop and document a process to manage the record lifecycle (live and archived).	Through IGCN and IG T/Leader reporting to IGB	Services up to date on document destruction	Q2 22/23
		Review all policies and procedures relating to information governance to ensure they are accessible to staff (physical location and language used)	DPO reporting to IGB	% Policy suite complete	Q2 22/23
		Launch and raise awareness of records management to all staff.	DPO via IGCN & IGB (with L&D)	Policy launched and communicated	Q2 22/23
1.4	To ensure stakeholders and data owners are fully informed of and understand their responsibilities	Design and introduce a training programme for Information Asset Owners and Data Stewards	Information Governance Team / L&D - via IGCN	Training Programme designed and launched	Q3 22/23
		Amend job descriptions to include Information Asset Owner / Data Steward responsibilities	HR & IGB	JDs approved at IGB	Q1 22/23
		Challenge service areas to ensure compliance with data regulation (retention schedules, right to be forgotten etc) across paper and electronic records.	Through IGCN	Track compliance with requirements	Ongoing

2. Information, data and records are strategic assets					
#	Objective	Action	Ownership	Measures	Timescale
2.1	To encourage the use of data to deliver business intelligence	Identify opportunity for business intelligence functions to access underlying databases on a read-only basis, to start identifying opportunities across the spectrum.	IGCN & Data Stewards	Identification on Information Asset Register	Ongoing
2.2*	To maintain an Information Asset Register, covering the data the Council creates, receives and maintains.	Review and document what information is held by the business and where (at an architecture level)	IGCN & IG Team	No of datasets identified	Ongoing
		Identify and record Information Asset Owners for each dataset	IG Team Leader/IGCN - in progress	% of Services with complete IAR	Ongoing
		Classify each dataset appropriately	IGCN & IG Team	No of datasets classified	Ongoing
		Review and document all processing activities, where they take place in the organisation, which datasets they relate to, and who is responsible for them.	IG Team Leader/IGCN - in progress	No of ROPA documents identified	Ongoing
		Review and maintain the Record of Processing Activity (ROPA) on an annual basis.	IG Team	No of ROPA documents reviewed annually as % of those identified	Ongoing
2.3	To have a culture of value regarding data	Review all data held across systems to ensure it is adding value to the Council	IG Team and IGCN - referring issues to IGB	Number of IARs reviewed at IGB	Ongoing
		Develop a culture that understands the balance between the costs of maintaining information and the value of that information to the Council			

3. Information is shared appropriately					
#	Objective	Action	Ownership	Measures	Timescale
3.1*	To have clear and relevant Information Sharing Protocols in place and raise staff awareness of these	Create and maintain a central register of Information Sharing Protocols to identify where information sharing takes place	IG Team & IGCN - In progress	No of ISPs identified	Ongoing
		Develop protocols where they are not currently in place	IGCN	No of new ISPs completed annually	Ongoing
		Review existing protocols on a regular basis	IGCN	No of ISP reviewed annually	Ongoing
		Communicate regular, bitesize guidance on information sharing and promote the existing template protocols to staff to raise awareness	IG Team	Template and guidance produced	Q2 22/23
3.2*	To raise awareness around internal information sharing	Develop and deliver simple guidance and training around information sharing within the organisation	IG Team	Training delivered	Q3 22/23
		Update fair processing and data privacy notices to reflect corporate ownership of data	IG Team - in Progress	No of Privacy Notices reviewed through IGCN	Ongoing
3.3	To have secure links to external public sector networks	Meet the relevant requirements in the National Health Network Digital Toolkit and complete to the appropriate standard	DPO & DACHS	Standard retained	Annually
		Meet the requirements set out in the Government Connect Secure Extranet Code of Connection (PSN)	CICTS	PSN Certification retained	Ongoing
		To achieve Cyber Essentials plus	CICTS	Certification achieved	Ongoing
3.4	To protect the confidentiality of information (access)	Develop and undertake a review of user access rights across all business systems	Forward Plan for IGCN	Information Risk Registers completed	Q4 22/23
		Rebuild starters, leavers and changers process to ensure that users have access to the correct systems for their roles	Forward Plan for IGB	Process to be completed	Q2 22/23
		Review and make improvements to the process for returning assets after use	CICTS / IT provider	Process to be completed	Q2 22/23

4. There is one version of the truth					
#	Objective	Action	Ownership	Measures	Timescale
4.1	To establish a common language for information management	Develop and maintain a data dictionary	Resource to be identified by IGB	% systems included within data dictionary	Dependent on resource allocation
		Develop and maintain a business glossary (shared vocabulary and classification system)	Resource to be identified by IGB	% of systems classified according to glossary	Dependent on resource allocation
4.2	To remove duplicated records	Develop programme of work around identifying and removing duplicate records (within and across systems)	Resource to be identified by IGB	% of systems reviewed	Dependent on resource allocation

5. Customers and businesses access and maintain information about themselves					
#	Objective	Action	Ownership	Measures	Timescale
5.1	To empower customers and businesses to take control of their data	Develop and integrate portals to enable customers to update their own details	IGB	No of integrations completed	Dependent on resource allocation
		Develop integrations between systems to enable customers to 'tell us once' (e.g. change of address)			

6. Information architecture enables data					
#	Objective	Action	Ownership	Measures	Timescale
6.1	Technical architecture supports information security	Ensure classification of data is considered as part of the SharePoint Strategy	SharePoint strategy - CICTS & IGB	Classification of data implemented	SharePoint project timeline
6.2	Information is managed through a risk-based approach	Design and implement labelling policy as part of SharePoint Strategy	SharePoint strategy - CICTS & IGB	Labelling of data implemented	SharePoint project timeline
6.3	Data can be used to deliver business intelligence	Identify related datasets (within and across systems). Identify opportunities to automate flow of data between related datasets.	SharePoint strategy - CICTS & IGB	Opportunities identified for further feasibility	SharePoint project timeline
6.4	To ensure all new systems support the IM principles	Produce new guidelines for procurement of new systems (e.g. regarding data sharing, integration and data ownership)	DPO	New guidelines produced	Q4 22/23

7. Information is fit for purpose					
#	Objective	Action	Ownership	Measures	Timescale
7.1	To develop and implement data quality standards to assess, improve and sustain data quality across the organisation	Establish where data is held (physically and within systems)	IGCN & IG Team Leader	Completion of IARs	Ongoing
		Introduce policy for data accuracy: completeness, consistency, integrity and validity, and to address variances in standard data formatting	DPO and IG Team Leader	Policy in place	Q4 22/23
		Develop process to address data quality issues at IGCN	IGCN & IG Team Leader	Identification of risk to accuracy on Information Risk Registers	Q4 22/23
7.2*	To ensure information is accessible to the right people at the right time	Review through IGCN the departmental systems currently in place which ensure paper records can be located easily.	IGCN & IG Team Leader	No of paper records identified in IAR	Ongoing
		Review through IGCN those existing paper record systems to assess which are actively being updated and records deleted appropriately	IGCN & IG Team Leader	% of paper records which are up to date with destruction policy	Ongoing

8. Information is owned and managed securely throughout its lifecycle					
#	Objective	Action	Ownership	Measures	Timescale
8.1*	To maintain well organised electronic storage and consider other forms of storage.	Each department to develop a plan for the arrangement of their electronic network drive(s) to enable it to un-duplicate and clean their existing network drive file stores.	SharePoint Strategy	Reduction in storage required as a result of changes	SharePoint project timeline
		Review storage within Outlook and the need to delete old/obsolete information (personal and team email accounts)	SharePoint Strategy	Reduction in storage required as a result of changes	SharePoint project timeline
		Ensure that corporate electronic document management systems are reviewed, accurate and information deleted in line with retention schedules	System owners via IGCN	% of systems up to date with data destruction	Ongoing
8.2	To improve records management	Work towards adopting ISO 15489 methodology (good practice in Records Management) to identify where records management policies, standards and procedures need improvement.	IG Team Leader to review	Review reported to IGB	Q4 22/23
8.3	To have greater ownership and visibility regarding data retention periods	Create centrally held register of data retention policies and cross refer to data classification scheme	IGCN	Data retention policies reviewed following adoption of data classification scheme	IGCN & IG Team leader to report to IGB
		Ensure Information Asset Owners are clear on their data retention periods and are prompted to carry out deletions	IGCN	% of systems up to date with data destruction	Ongoing
8.5	To have in place appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss, destruction or damage to personal data	All relevant Information Security policies are to be reviewed in accordance with frequency included in the policies.	CICTS	Policies reviewed	Ongoing
		Establish responsibility and protocol around PCI-DSS compliance	IG Team Leader	Protocol approved at IGB	Q3 22/23
		Information security policies and procedures are accessible to staff	CICTS	Policies published to intranet site	Ongoing