

#	Recommendation	Action	Priority	Timescales
1	Define an HMRC Strategy for knowledge and information management	<p>Promote Information Management Principles across the department, embedding expectations through regular communications.</p> <p>Design and share Records Management programme plan with business partners.</p> <p>Undertake engagement activity across HMRC, and in coordination with VOA, to implement requirements.</p>	Medium/High	April - October 2017
2	Establish clear and enforceable principles for information asset governance	<p>Review and publicise information asset management process, ensuring GDPR and legal requirements are embedded.</p> <p>Define and communicate Information and Records Management roles and responsibilities across the department and VOA.</p> <p>Design and publish Information Asset Owner guidance.</p> <p>Oversee design of guidance/educational products to inform general/key roles.</p>	Medium/High	May 2017 - March 2018
3	Identify key priorities for improving information management practice and culture and driving business engagement	<p>Build and support an education and awareness programme, helping to define and raise awareness of roles and responsibilities, knowledge and skills and the Records Management programme.</p> <p>Discuss and agree assurance controls with Line 1/Line 2 assurance authorities, bringing together information and records management roles to support delivery.</p> <p>Support the development of materials, education programme and communications.</p> <p>Conduct an end-to-end review of Retention and Disposal process, including reporting and controls, identifying areas for improvement throughout.</p> <p>Complete corporate review of retention policies, ensuring these are up to date, quality assured and easy to follow.</p> <p>Complete gap-analysis of outstanding retention policies and knowledge requirements.</p>	Medium	July 2017 - March 2018
4	Ensure that the IT change enables the effective management, protection and exploitation of information	<p>Review existing change process tools to ensure Information and Records management considerations are addressed.</p> <p>Conduct Stakeholder consultation to define baseline for Records Management and digital continuity needs.</p> <p>Develop digital continuity plans and guidance to align with retention processes.</p> <p>Build cross department/government networks to encourage the sharing of new technology to enhance Records Management.</p>	Medium	August 2017-March 2018

5	Gain greater oversight of legacy information in all formats to enable effective management and control	<p>Assess the retention requirements for migration of data into corporate platforms, including the retention process for information shared with third parties.</p> <p>Review the Building Our Future (BOF) Information Management process and determine where improvements are needed. Set out proposals to manage deletion targets.</p> <p>Develop and rollout a phased education programme to align with the Records Management timetable</p>	High	March 2017 - February 2018
6	Establish a definition of information and records management risk	<p>Discuss and explore scope and alignment with other corporate information risks.</p> <p>Review Data, Digital and IT Strategies in order to set out requirements for Information and Records Management approach.</p> <p>Define further actions required to address risk gaps.</p> <p>Develop and build Information Management Maturity Model (IMMM) through stakeholder consultation, establishing accountability for improvements and monitoring and challenging through governance model.</p>	Medium/High	May 2017 - May 2018
7	Strengthening current governance arrangements for information management	<p>Define the function and purpose of renewed Tier 2 governance group, ensuring greater corporate visibility and structure.</p> <p>Establish clearly defined Information and Records Management roles and responsibilities to support the new governance approach.</p> <p>Agree priorities and actions required to conform with TNA recommendations.</p> <p>Establish baseline Records Management needs and assist with skills gap analysis to enable improved education and awareness across the Department.</p>	High	May 2017 - Sept 2017