

Greater Manchester Combined Authority

Date: 28 January 2022

Subject: Greater Manchester Information Strategy and CA and Executive Leadership

Report of: Councillor Martyn Cox, Leader of Bolton Council and Alison Mckenzie-Folan, Chief Executive of Wigan Council

PURPOSE OF REPORT:

This report sets out the Greater Manchester Information Strategy for comment and approval and to agree a Combined Authority Member and Chief Executive to lead and oversee its implementation.

RECOMMENDATIONS:

The GMCA is requested to:

1. Approve the Greater Manchester Information Strategy.
2. Agree a lead Combined Authority Member (Cllr Martyn Cox) and Chief Executive (Alison McKenzie-Folan) to lead and oversee implementation of the GM Information Strategy.

CONTACT OFFICERS:

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BOLTON
BURY





MANCHESTER
OLDHAM

ROCHDALE
SALFORD


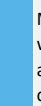

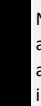
STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact Assessment Results:

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Reducing inequality is a key aim of all our work, and we should use information appropriately to tackle inequality, reducing exclusion and raising aspirations. We will aim to reduce inequality by improving information accessibility. Using information effectively to support the delivery of services for the people and businesses of Greater Manchester. Maintaining public trust and confidence in how their information is used. Better management, use and sharing of information, not about restricting innovative behaviour or developing new services and ways of working.
Health	G	Using information effectively to support the delivery of health services for the people and businesses of Greater Manchester.
Resilience and Adaptation		
Housing		
Economy	G	Developing career pathways for information professional roles. Development and take-up of national apprenticeship for information governance and data protection.
Mobility and Connectivity	G	Better use of personal information supports every digital priority. Placing a premium on the information and data we steward is essential to ensuring everyone in our city region is able to benefit. It is vital that digital infrastructure for data sharing can be delivered efficiently and safely to ensure it is sustainable. Providing assurance to support the development of GM digital transformation programmes and projects.
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Further Assessment(s):	Equalities Impact Assessment	
	Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.
	Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment Results:

Carbon Assessment		
Overall Score	<input type="text"/>	
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
	High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.
	Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management:

With an ambitious agenda around digital and economic growth via innovation and data driven industry the use of data presents risks which need to be fully understood and considered at the political level. This serves to support and provide assurance that those agendas are being appropriately supported and subject to the right level of scrutiny on these key issues. The political landscape around regulation and use of information and data is a rapidly changing one. Greater Manchester in a good position to have a collective political voice, building on decades of good practice in shaping the appropriate use of information and data to support the GM city region.

Used badly, data could harm people or communities, or have its overwhelming benefits overshadowed by public mistrust. Equally, reluctance to securely share and use data undermines the performance of public services and risks causing harm by missing opportunities to help those most in need.

Legal Considerations:

Compliance with the Data Protection Act and UK General Data Protection Regulations (GDPR), including management of data security incidents and individual rights compliance.

Financial Consequences – Revenue:

Increase in staffing budget costs across GMCA and TfGM in implementing a team structure to support the delivery of work with districts, health and care and across the city region.

Financial Consequences – Capital:

None.

Number of attachments to the report: 1

Draft Greater Manchester Information Strategy

Comments/recommendations from Overview & Scrutiny Committee N/A.

BACKGROUND PAPERS:

'Attitudes to data and information sharing for public benefit', Greater Manchester Combined Authority, July 2018

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1. BACKGROUND

- 1.1 Every day, 2.5 quintillion bytes of new data are produced. This information is managed, shared and used by billions of people and millions of organisations all across the world. Through this connected information ecosystem, people can make better decisions, develop new products and services, and live lives that they have reason to value. But we must also be wary of the harms – intended or unintended – from an information ecosystem that does not act responsibly, ethically, inclusively, and legally.
- 1.2 In the UK, the right to respect for private and family life in the Human Rights Act 1998 means that everyone has the right to respect for their private and family life, their home and their correspondence. The Data Protection Act 2018 controls how personal information is used by organisations, businesses or the government. Data ethics relates to practice around how data is collected, used and shared. It is especially relevant when data activities have the potential to impact people and society, bridging the gap between legal compliance and public acceptability.
- 1.3 Information and data is central to all our work in Greater Manchester. A shared GM operating model that treats information and data as a valuable asset is vital to deliver our ambitions for public services and digital innovation. Demonstrating good Information governance and management is an enabler for information sharing across organisations, deriving value and insight from information and data and supporting innovation in technological advancements. It builds strong foundations on which organisations can develop their information eco systems and build confidence within their workforce and develop trust with the public.
- 1.4 Information governance refers to the management of information at an organisational level. Compliance with the Data Protection Act and UK General Data Protection Regulations are important elements of a wider framework that includes data collection and use, transparency, contracts and agreements, records management, business useful data, DPIA, individual rights, training and awareness, policies and procedures.

- 1.5 The Government's consultation on a National Data Strategy¹ in 2020 stated that data sharing is fundamental to effective government and the running of public services but not an end in itself. Data needs to be shared to drive improvements in service delivery and benefit citizens. For this to happen sustainably and effectively, public trust in the way data is shared and used is vital. Without such trust, the government and wider public sector risks losing society's consent, setting back innovation as well as the smooth running of public services. Maximising the benefits of data driven technology therefore requires a solid foundation of societal approval.
- 1.6 In July 2020, the Centre for Data Ethics and Innovation (CDEI) published its report on 'Addressing trust in public sector data use'². The report highlighted a number of barriers to data sharing: legal; technical; and cultural. These barriers are reinforced by low public awareness of data sharing and an absence of a developed understanding of public acceptability, both of which give rise to an environment of 'tenuous trust'. This uncertainty hinders the progression of projects that could be of huge societal benefit. The GMCA's 'Attitudes to data and information sharing for public benefit' in 2018, highlighted variable levels of public trust and support for data sharing and privacy concerns in Greater Manchester.
- 1.7 It is important to note that Greater Manchester is a leading region in the area of information governance, for example:
- Leading a National IG and Data Protection Practitioner apprenticeship due for formal approval in July 2021.
 - Leading on development of a city region ethics approach to innovation with the Centre for Data Ethics and Innovation (CDEI).
 - Led development of a new Digital Data Protection Impact Assessment tool (Dapian), shortlisted for a 2020 iNetwork Innovation Award and winner of a 2021 Digital Leaders Impact Award for Trust, Ethics & Privacy.
 - The First Combined Authority to achieve NHS Data Security and Protection Standards to enable Covid-19 data sharing in 2020.

¹ [UK National Data Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/national-data-strategy)

² [CDEI publishes its first report on public sector data sharing - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/cdei-publishes-its-first-report-on-public-sector-data-sharing)

- Recognised by other cities as good practice in GM's Covid-19 Data Sharing guidance.

2. THE DRAFT GREATER MANCHESTER INFORMATION STRATEGY

2.1 Better use, management and sharing of information is an enabler for the delivery of the Greater Manchester Strategy. An Information Strategy will provide a cohesive ambition underpinned by a delivery plan to supporting ambitions around understanding and improving equality, ethical service delivery, and productivity.

2.2 The vision of the GM Information strategy is to:

'create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports GM's wider ambitions'.

2.3 The vision is supported by information principles, to guide our work:

- Doing the right things with information
- Valuing information
- Information-led decision-making
- Reducing inequality
- Forging strong relationships
- Building trust and confidence
- Fostering a culture of openness
- Empowering the workforce
- Connecting our work
- Doing things differently

2.4 The draft GM Information Strategy has six missions:

- Create an information governance framework for Greater Manchester that acts together as one³.
- Develop and implement the tools, infrastructure and standards needed to manage and use information properly.
- Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency.
- Promote and maintain the responsible and ethical use of information.
- Enhance the skills, capabilities and behaviours for good information management.
- Establish an inclusive and proactive governance framework to drive the strategy.

2.5 Extensive consultation and engagement for the development of the draft Strategy has been carried out since late 2019, overseen by the GM Information Board (see appendix 1).

4. PARTNERSHIP GOVERNANCE

4.1 The Chair of the Wider Leadership Team has previously appointed the Chief Executive of Wigan Council to lead and have oversight of the development of the GM Information Strategy. As a consequence, the Greater Manchester Information Board, an advisory group which co-ordinates partnership activity around the GM Information Strategy, is now chaired by Alison Mckenzie-Folan.

4.2 In its terms of reference, the principal role of the GM Information Board is to enable the delivery of the Greater Manchester Strategy through improved information sharing. To support this, its role is to develop a strategy to improve information strategy for delivery of the city region's ambitions and progress it through delivery, identifying and prioritising resources and opportunities.

4.3 Current partnership governance to deliver the GM Information Strategy is as follows:

³ This mission recognises that in information legislation GM organisations are separate legal entities but refers to how with consistent practices, collaboration and shared tools we can foster and support joint decision-making.



4.4 The GM Information Board terms of reference are attached as Appendix 2.

4.5 Now that the Strategy has been prepared it is considered important and helpful to have political leadership and it is therefore proposed that Cllr Martyn Cox is appointed as the Combined Authority lead member for the Strategy.

5. RECOMMENDATIONS

5.1 The GMCA is requested to:

- Approve the Greater Manchester Information Strategy.
- Agree a lead Combined Authority Member (Cllr Martyn Cox) and Chief Executive (Alison McKenzie-Folan) to lead and oversee implementation of the GM Information Strategy.

Appendix 1 – Summary of GM Information Strategy stakeholder engagement

October 2018 – First meeting of GM Information Board.

February 2019 – GM Information stakeholder workshop.

July 2019 – Draft vision and principles agreed by GM Information Board.

July 2019 - Greater Manchester HRD Forum - Greater Manchester Information Strategy and Framework

September 2019 – First draft GM Information Strategy circulated to GM stakeholders.

September 2019 - Presentation/QA AGMA Heads of Procurement Group re: Greater Manchester Information Strategy and Framework

April-May 2020 – Stakeholder feedback collated and reviewed.

June 2020 – Second draft GM Information Strategy presented to GM Information Board.

Sept-Oct 2020 – Engagement sessions with VCSE, Housing Providers and Digital Strategy.

February 2021 – Third draft GM Information Strategy presented to GM Information Board.

June 2021 – GMCA and GM local authorities socialisation.

July 2021 – Final draft GM Information Strategy presented to GM Information Board.

Appendix 2 – GM Information Board Terms of Reference

Draft Terms of Reference: GM Information Board

Chair: Alison Mckenzie-Folan, Chief Executive of Wigan Council.

Deputy Chair: Dr Roger Prudham, Clinical Director at Pennine Acute and Caldicott Guardian.

SRO: Phillipa Nazari, Assistant Director IG and Data Protection Officer, GMCA.

Purpose: Strategic oversight and coordination of the GM system approach to better use of information and data through consistent principles and standards with regards of Information Governance and Data Sharing.

Version	Date approved	By
v2.0	22/11/2022	GM Information Board

1 Context

1.1 The Greater Manchester Strategy sets out the vision for Greater Manchester - to make the city region one of the best places in the world to grow up, get on and grow old.

1.2 Information and data is a vital resource, not just for Greater Manchester's needs today but those of future generations. In a digital age in which control of the information and data economy has steadily become consolidated, valuing the information and data we steward is essential to ensuring everyone in our city region is able to benefit from this valuable resource. This is reinforced by the data protection legislation that requires accountability for organisations and the transparency rights of individuals – our residents have the right to know what is happening with their information at levels of granularity not before obligated.

1.3 A shared understanding of the landscape that governs how information and data is used – and the fundamental context of human rights in which it is set – is vital if public, private

and voluntary sectors collaborate are to transform services safely. Of equal importance is developing an evidence-based, ethical approach – because we will only secure the trust and confidence of our citizens if they are able to see that we are doing the right things with their information and data.

2 Purpose

2.1 The principal role of the GM Information Board is to develop and deliver an information strategy to enable the city region's ambitions. The Board will lead and drive work to 'create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports GM's wider ambitions'.

2.2 In practice this means:

- Creating an information governance framework for Greater Manchester that acts together as one.
- Developing and implementing the tools needed to manage and use information safely, responsibly and ethically.
- Putting in place the infrastructure needed to effectively manage and share information.
- Promoting and maintaining the responsible and ethical use of information.
- Enhancing the skills, capabilities and behaviours for good information management.
- Establishing an inclusive and proactive governance framework to drive the strategy.

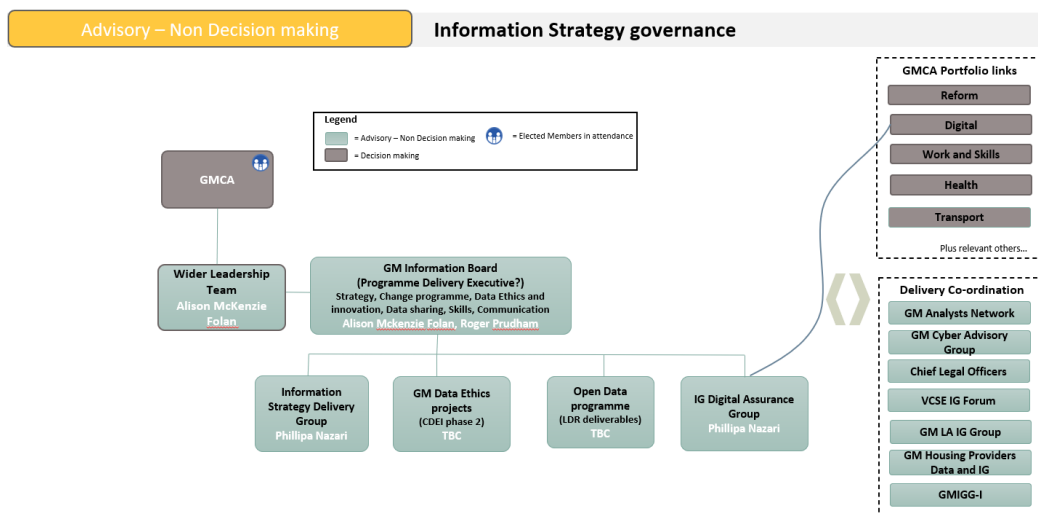
3 Roles and Responsibilities

3.1 The GM Information Board will:

- Provide system leadership across GM to improve how information is shared to support the GM system in all its ambitions.
- Support and provide direction to the development of a strategic information sharing approach across GM programmes.
- Set the high-level roadmap and milestones for a delivery programme.
- Identify gaps, opportunities and priorities that require action including joint working, additional resourcing, funding opportunities and investment or other activity to deliver the GM Information Strategy.
- Identify any specific strategic concerns or threats to delivery.
- Provide a forum for key stakeholders from Greater Manchester to identify opportunities for activities to be aligned or connected across the city region and beyond, actively bringing the power of their networks to support GM Information Sharing.

Relationships with other groups and boards

4.1 The following diagram summarises GM Information and Data Sharing governance arrangements and relationships between the Delivery Executive and other groups:



5 Accountability

5.1 The GM Information Board is accountable to the GM Wider Leadership Team, provides a city region an advisory function and create opportunities and links across the GM system.

6. Ways of Working

6.1 The following ways of working are agreed:

- The Chair may invite guests appropriate for the agenda.
- Any member of the Board may propose an agenda item for consideration with a minimum of a fortnight's notice. In addition, there will be a standing "Any Other Business" item on the agenda for brief items to be raised.
- Recorded actions of the meeting will be distributed to all Board Members.
- A quorum of at least four Board Members is required to agree decisions and actions at a Board Meeting.
- Decisions require the support of the majority of meeting attendees.

7 Meeting dates

7.1 The GM Information Board will meet bi-monthly with dates set 12 months in advance. Additional meetings may be requested by the Chair during intense periods of activity.

8 Membership

Chair: Alison Mckenzie Folan, Chief Executive of Wigan Council.

Deputy Chair: Dr Roger Prudham, Clinical Director at Pennine Acute and Caldicott Guardian.

SRO: Phillipa Nazari, Assistant Director IG and Data Protection Officer, GMCA and TfGM.

Other members:

Representatives	Nominated by
GM Local Authorities	GM CLOs
GM Public Service Reform portfolio lead	GMCA
GM Digital portfolio lead	GMCA
GM HSCP / GM ICP	GM Partnership Board / GM ICP
GM CCGs / GM ICB	PEB / GM ICB
GM NHS providers	Provider Federation Board
GM Primary Care providers	Primary Care Board
TfGM	TfGM
GMP	Greater Manchester Police
Growth Company	Growth Company
Manchester Airport Group	Manchester Airport Group
VCSE	GM VCSE Leadership Group
GM Housing Providers	GM Housing Providers

Co-opted members:

To be able to obtain professional input when considering issues that relate to information and data for the people of Greater Manchester, the Board may appoint co-opted members because of their knowledge and experience by agreement with the Chair and Deputy Chair.

Dr Amir Hannan MBE, GP and GM LMC
Lauren Coulman, GM Responsible Tech Collective
Julian Tait, Open Data Manchester

9 Secretariat

The GM Information Board will be supported by the GMCA Information Governance Service.