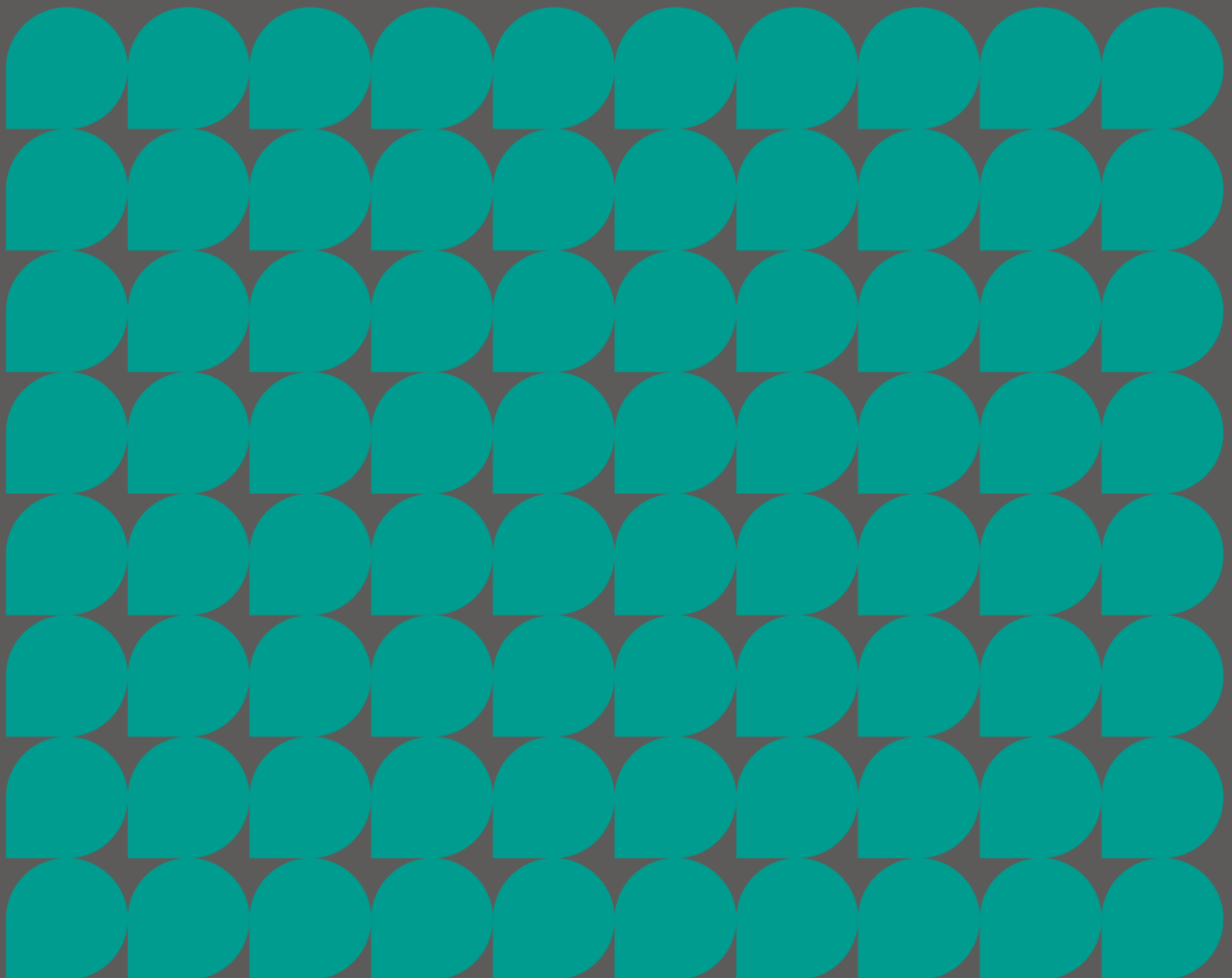


# Greater Manchester Information Strategy

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# Introduction

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 across the world. Harnessing this connected information ecosystem can help people to make better decisions, develop new products and services, and live lives that they have reason to value. This is the scale of the opportunity for a better information ecosystem in Greater Manchester.

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. And we must be vigilant to how that affects various parts of our society.

The public sector is a big part of that information ecosystem. We have a duty to ensure the information we manage, share and use is done so responsibly, efficiently, and effectively.

Greater Manchester is the best scale at which to do this. We are small enough to know and understand one another, working together daily to improve the health, wellbeing and prosperity of our residents and business. And we are big enough to make a difference.

To create a better information ecosystem is the right thing to do for Greater Manchester. It creates trust in our institutions and enables us to work in a way which is evidence-led, place-based and person-centred. But it can also support the achievement of our ambitions, as defined in the Greater Manchester Strategy – to aid recovery, to support economic growth, and to reduce inequality.

We need to ensure across Greater Manchester that we are doing the right things with information. But that does not mean we cannot do things differently. In fact, we will need to do things differently with information if we are to tackle our toughest challenges and achieve our bold ambitions.

As such, we cannot see the Information Strategy as a standalone plan. It should also enable the development and implementation of the Greater Manchester Strategy as well as other strategies, and it should be interwoven into the very fabric of everything we do in Greater Manchester.

# Our Strategy

Information, and how we use it, underpins our day-to-day lives: how we access goods and services, how we interact, how we work, and what we choose to do. It is therefore vitally important that our information ecosystem is thriving and well-connected. To do this, we must focus on the foundations of good information management; making information sharing simpler, easier, more effective, and safer; ensuring we do the right things with data, while also being innovative to realise the full potential of information.

Greater Manchester's information ecosystem includes the management, use and sharing of information. It includes a diverse community of people and organisations, the networks of infrastructure, processes, and services.

Our vision sets out what we want from a better information ecosystem:

We will 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 Greater Manchester's wider ambitions.

Our vision will be supported by our information principles, which will 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

Our vision will be realised through the successful completion of six missions:

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

# Our Vision

We will 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 Greater Manchester's wider ambitions.

Information is a vital resource, not just for Greater Manchester's needs today but those of future generations. Collectively, Greater Manchester has an opportunity to do more and do better with the information we have. And it also has a responsibility to act ethically, treating information sensitively and securely. How we choose to manage, share, and use information shows the world who we are and what we stand for. We are a city region that is not afraid to do things differently with information, but not at the expense of doing the right things.

Greater Manchester faces many difficult, generational, and interconnected challenges:

- A **climate challenge**, in becoming a smarter, greener city region and responding to the impacts of climate change.
- An **equalities challenge**, in creating a fairer society.
- An **economic challenge**, in growing our economy, creating new opportunities for our young people, and ensuring that our residents can prosper.
- And a **health challenge**, in responding to and recovering from the effects of the coronavirus pandemic and improving the health and wellbeing of our residents.

We can only face these challenges by marshalling our resources and using them effectively. One of our biggest resources is information.

Now is the time to ensure we realise the full potential of that information.

Now is the time to shift our thinking, from information being a risk that must be managed, to being an asset that should be valued.

Now is the time for a better information ecosystem.

Greater Manchester's information ecosystem includes everyone – people, businesses, the public sector and the community and voluntary sector. In the face of events such as the COVID-19 pandemic, we cannot allow ourselves to work within the superficial safety of our own organisation's rules and boundaries. Indeed, we have a moral and legal duty to future proof our city region if a similar global crisis were to strike again.

To create a better information ecosystem, we must grow and support its three core components:

- **Our information environment** – the processes, procedures, and legal requirements for managing, sharing, and using data, as well as the structures we have built, such as our ethical frameworks.
- **Our information society** – the people working with information daily, from information governance professionals, to policymakers, to new product developers. These people are the core of our information ecosystem.
- **Our information economy** – the businesses and organisations that use information daily to create new products and services, contributing to growth and prosperity.

Every day, we create, share, and use lots of information to make decisions that impact not only our lives, but also the lives of others. It is a complex and diverse ecosystem, but it is also uniquely placed to face these challenges and help to realise our ambitions.

As a city-region, we are small enough to work closely together and aim for common goals. And we are big enough to make a difference. That is why this strategy aims to use our information responsibly and effectively to help achieve our ambitions.

It aims to do this in three important areas: better management of information, better sharing of information, and better use of information.

We need to create a better information management system that reduces apprehension around information governance, simplifies and harmonises processes, promotes trust and engagement, is inclusive, and allows information to be linked and shared.

We need to improve the responsible sharing of information that is of value to the people of Greater Manchester and ensure that information flows to where it is needed.

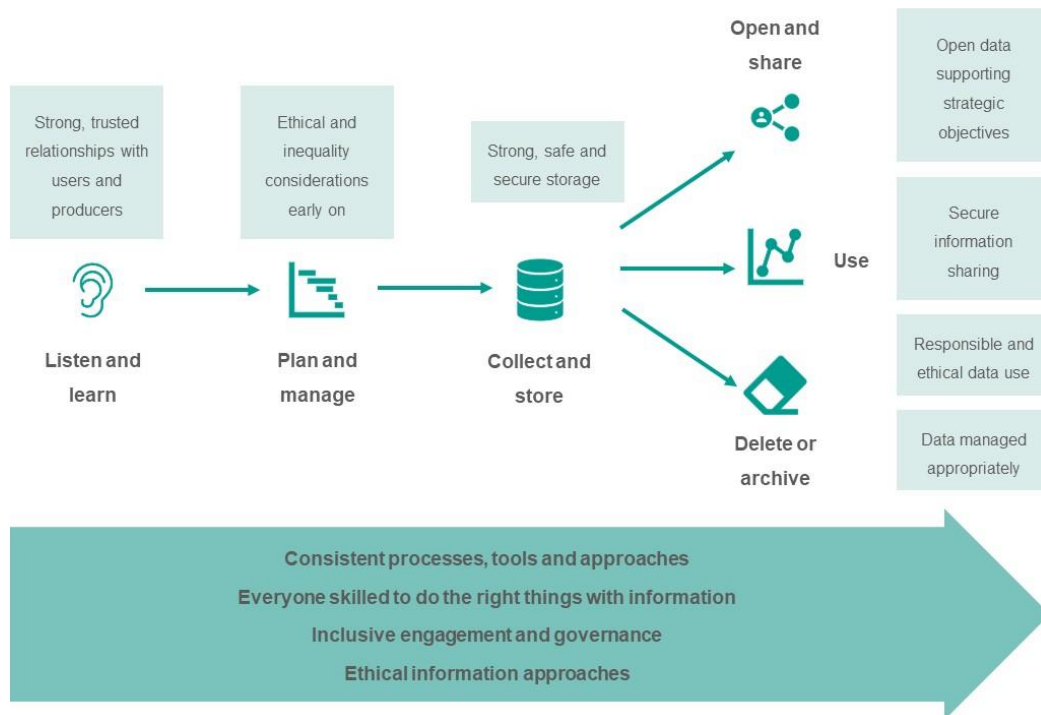
We need to use information responsibly, aiming to reduce inequality, raise productivity, and respond to the needs of the people of Greater Manchester. And we must treat information as the asset it is, valuing it appropriately.

To achieve this vision, we will set ourselves six missions, underpinned by a range of principles that will direct how we deliver this better information ecosystem.

Together, we must build a better information ecosystem, to ensure we can create a greener, fairer, and more prosperous Greater Manchester. This strategy identifies how the public sector, in partnership with the people, communities and businesses of Greater Manchester, can make that happen.



# What does success look like?



The diagram above illustrates a whole system working together to ensure that the right people have the right information at the right time, safely, securely, legally, and ethically. This is enabled by consistent approaches, skills, and inclusive engagement.

# Our Information Principles

Our vision will be supported by our information principles, which will 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

## Doing the right things with information

We will protect the people of Greater Manchester by doing the right things with data, aiming to be as open as possible and as closed as necessary.

It is important to ensure we meet our legal and statutory obligations, to protect the people and businesses of Greater Manchester. This will mean that we can open more information for sharing and re-use while ensuring that information is used correctly, and people's rights to privacy are protected.

## **Valuing information**

We will value information, acting responsibly and using it effectively to support the delivery of services for the people and businesses of Greater Manchester.

An important aspect of using data appropriately is to correctly value information. It is important that we change our culture to value information as an asset – to use it to its fullest potential, but also realise the wider value it can generate by sharing and re-using it. By doing so we can make better use of information and support the growth of the information economy.

## **Information-led decision-making**

We will ensure that information sits at the heart of decision-making, and as such that we explore how we can make information more visible, more open and of better quality, to aid better decision making.

For information to be effectively used, it needs to be interpreted, analysed, and published. This principle aims to ensure we make the most effective use of information in decision-making, by making information more visible wherever possible, sharing our analysis rather than simply data, and ensuring that the information we use is of high quality.

## **Reducing inequality**

We will always ensure information is used to reduce inequalities and raise inclusion so that everyone benefits from our work.

Inequality affects everyone. Reducing inequality is a key aim of all our work, and we should use information appropriately to tackle inequality, reducing exclusion and raising aspirations. Similarly, we will aim to reduce inequality by improving information accessibility.

## **Forging strong relationships**

We will forge a stronger relationship with the people of Greater Manchester, work closely with our business, voluntary and academic sectors, and function as one GM system.

The voices of information producers and users – people, businesses, academia and the third sector, in addition to the public sector – should be heard and included within discussions about how their information is used, and how they would like to use information. It is therefore vitally important that strong relationships - built on trust - are forged, to gather and include these views.

## **Building trust and confidence**

We will work to gain and maintain the trust of the people of Greater Manchester, so that they will feel confident that their personal information will be managed appropriately by Greater Manchester organisations.

To form relationships and include all voices in how we manage, share, and use information, we must build trust and confidence in our approaches. Our work should show that we are doing the right things with information, communicating regularly to show what we are doing, and why we are doing it.

## **Fostering a culture of openness**

We will foster a culture of openness that not only meets our transparency obligations, but also goes further to support thriving people, places, and organisations in Greater Manchester.

Openness is not simply about transparency. It is about relationships, building trust and confidence.

## **Empowering the workforce**

We will empower the Greater Manchester workforce to feel confident in managing, sharing, and using information effectively.

All public sector workers need to understand their role in creating a better information ecosystem. This requires effective communication and ensuring that all workers have the necessary skills to understand and play their part in doing the right things with information.

## **Connecting our work**

We will connect our work across the city region, to aim for an ask once approach that supports better management, sharing and use of information for the people and businesses of Greater Manchester.

There is a range of good practice across the entire public sector in Greater Manchester. We need to learn from the best, implement and expand practices that work, and simplify structures and approaches. This requires a better connection between our work, stronger governance and overview, and wider sharing of what works.

## **Doing things differently**

We will use and build upon our devolved powers to do things differently in how we use information to support the people and businesses of Greater Manchester.

Ensuring we meet our legal and ethical obligations around information does not stop us from doing new, innovative, and exciting things with information. Good information management is about enabling better management, use and sharing of information. It is not about restricting innovative behaviour or developing new services and ways of working. We should always keep in mind new ways to work with information that truly benefit the people and businesses of Greater Manchester.

# Our Missions

Our vision will be realised through the successful completion of six missions:

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

# Mission 1: Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency

Trust is essential to delivering better public services – public trust and trust between data sharing organisations. The public’s awareness and trust in the public sector’s use of their data varies between organisations. Individuals, families, and businesses need to trust in the organisations and people making those decisions. That trust is built through openness, transparency, and an understanding that Greater Manchester’s public sector organisations will do the right things with their information. With greater trust, people and businesses are more likely to engage with public services.

A range of work has taken place across Greater Manchester to enhance public understanding and awareness of how data is used, including work with Troubled Families, supporting school readiness, use of the Adult Social Care dataset and others.

## What are we doing?

Actively engaging with GM organisations and residents on the Government’s recent Data Protection regime consultation, with local events with partners and stakeholders.

Supporting the expansion of Open Data Manchester’s Declaration for Responsible and Intelligent Data Practice.

Explore the development of a GM algorithm register, focusing on data’s impact on people, not the complexity of the technology involved.

Exploring how increasing openness in public sector information can enhance trust and build new relationships with individuals, families, and businesses.

# Mission 2: Promote and maintain the responsible and ethical use of information

Data ethics is an emerging set of practices and behaviours around the governance of data and data-driven technologies that are aligned with the public's expectations of ethical practice. The regularly changing nature of data, technology, and public opinion means that data governance works best when it is derived from a set of principles that are clear to the public and guide decisions.

Identifying and addressing data ethics challenges which may arise, while also deliberating with citizens to understand what is publicly acceptable, is what leads to being trustworthy. Similarly, organisations need to be supported in their openness – creating and maintaining the relevant infrastructure to make information open to the people and businesses of Greater Manchester. Enhancing openness can also support the public sector to ensure it maintains and improves the responsible and ethical use of information.

This mission should aim to put in place the right ethics processes and procedures to support better and more responsible use of information. Furthermore, it should actively promote Greater Manchester as a responsible and ethical city region, building trust, and helping to support the growing cybersecurity industry.

## What are we doing?

- A Local Data Review of the open data ecosystem in Greater Manchester sought to comprehensively understand how data was being used by public sector and other organisations in the area, and what could be done to create more public value from it.
- Exploring ethical data governance through lead projects with the Centre for Data Ethics and Innovation (CDEI).
- Develop a pan-GM Information Sharing Agreement (ISA) for multiple disadvantage through the Changing Futures programme.



# Mission 3: Establish inclusive and proactive governance to drive the strategy

Information impacts on all parts of the GM system – from our legal responsibilities, through our security procedures, to how we use that information to make better decisions. This mission seeks to make governance of information as inclusive as possible, and be proactive in supporting openness, responsibility, and the valuing of information.

National legislation makes no reference to data and technology use at the local level: the Cities and Local Government Devolution Act 2016 does not contain provisions directly related to data, data protection or information governance; and the Digital Economy Act contains few references to local authorities, and these are limited to duties such as management of civil registrations. Greater Manchester is therefore in the position of needing to use the powers it has in health and social care, transport, economic development, policing, and many other areas, to convene discussion and direction of local data collection and use into a system that governs often sensitive information for the benefit of local citizens.

## What are we doing?

- Taking forward the Centre for Data Ethics and Innovation's (CDEI) strategic advice on Greater Manchester's data governance.
- Reviewing partnership governance in Greater Manchester to ensure it is fit for purpose to drive the delivery of the GM Information Strategy.
- Greater Manchester housing providers are collaborating to develop a consistent data governance framework.

# Mission 4: Enhance the skills, capabilities, and behaviours for good information management

People need to feel confident – at all levels – in the management, sharing and use of information in Greater Manchester’s information ecosystem. This mission therefore has both a public and an organisational focus – raising the knowledge and awareness amongst our residents, businesses, and organisations of what good information management looks like; and ensuring we have the right skills, capabilities, and awareness to deliver that.

## What are we doing?

- Leading the development of a new national Data Protection and Information Governance Practitioner Apprenticeship with the Institute for Apprenticeships and Technical Education to strengthen recruitment, development, and retention.
- The GM Responsible Tech Collective is developing a replicable place-based and community-led model for responsible tech engagement through its Citizen-led Security Standards project.
- Supporting VCSE workforce development on information governance through the delivery of training.

# Mission 5: Develop and implement the tools, infrastructure and standards needed to manage and use information properly

To build a good foundation for our information ecosystem, we need the right tools, infrastructure, and standards in place. Standards ensure consistency and can help everyone to better use and understand information. Infrastructure helps us to share and manage information. And tools help us to use and interrogate information, to fully realise its value.

This mission aims to develop the right information tools for Greater Manchester built on user experience and best practice. These tools will help to better identify need, support transparency, improve the confidence of the workforce, and support an enabling approach to information governance.

An example is Mapping GM, which brings together geospatial data about Greater Manchester. Through a range of maps, the website makes this information open to use for all, with most of the data freely available to download. Similarly, the development of a new Digital Data Protection Impact Assessment (DPIA) tool is one example where the development of consistent tools and resources can make managing and sharing data easier.

Having the right data infrastructure in which to share information for digital public services is critical. It is vital that digital innovation can be delivered efficiently and safely to ensure it is sustainable. Data collection, storage, and computational analysis solutions are new technologies that will have applications in many domains.

But this all rests on good, well-maintained, and consistent standards. In the same way that standards can ensure people receive the same level of care, or that goods and services are of good quality, information standards can also improve our lives. They can ensure that your salary goes directly to your account, and they can ensure your food delivery comes to the right address. For the public sector, information

standards can help support greater transparency, and can provide consistent open data for businesses to build new products and services.

## **What are we doing?**

Deploying a Digital Data Protection Impact Assessment (DPIA) tool that has been developed with national partners, initially in the GMCA and to be promoted across the city region.

The voluntary, community and social enterprise (VCSE) sector is working with micro-, small- and medium-sized voluntary, community and social enterprises to develop their own information governance tools and resources.

Ensuring that relevant GM organisations continue to meet the requirements of the NHS Data Security and Protection Standards.

Developing and putting in place new data standards for open data in Greater Manchester, focused on transparency and supporting new business development.

# Mission 6: Create an information governance framework for Greater Manchester that acts together as one

To manage, share and use information effectively, public services need to have consistent information governance policies and practices.

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.

This mission is about ensuring that our information governance work is aligned through a shared framework for understanding the actions, roles and tools needed at each stage of the Information Governance process for data collaboration projects. This mission will require joint working and the development of a well-informed and confident workforce.

## What are we doing?

- Working with GM Local Authorities to strengthen shared ways of working, policies, and tools to enable effective information assurance for projects.
- Providing assurance to major GM programmes and projects, such as supporting Troubled Families, the development of a Clean Air Zone, and public transport ticketing reform, to ensure people's information rights are fully protected.
- Establishing a single, shared Information Governance service for the GMCA and TfGM.

# What does this strategy mean for you?

## Are you a resident of Greater Manchester?

This strategy sets out how we will listen to you, building relationships with you, and gain your trust and confidence in our management of your data. We will use your data correctly, and make sure that – only where we can – we deliver the best public services to you, informed by your information.

## Are you a business?

Many businesses build products and services based on public sector open data. Ensuring that data is findable, accessible, interoperable, re-usable and, above all, excellent quality, can help businesses to build new products and services on the back of it.

We will put information at the heart of our decisions, supporting you through challenges in the best way possible. We will engage with you regularly, understanding your information needs and working closely to realise the full potential of information. You will be able to rely on our open data and build products and services on top of it.

## Are you a part of the public sector?

Public service transformation requires information about those services, how they operate, and what information is collected. Data sharing enables the collaboration needed to deliver place-based, person-centred services. While providing the right information at the right time can help make better decisions, the public sector itself needs to become better users of its own data.

We will put in places the tools, processes, infrastructure, and support that you need to do your job properly. Good information management is everyone's responsibility, and we will provide the guidance and leadership to make that happen.

## **Are you part of the voluntary, community or social enterprise sector?**

We want to ensure you have access to the information you need to make decisions about the products and services you provide. Whether it's identifying a new opportunity, or ensuring your clients are well-supported, we aim to consider your information needs in our plans for open information.

## **Are you an academic or researcher, hoping to work with information about Greater Manchester?**

Information can help foster innovation and growth, as well as highlight new and better ways of working for the public sector. We want to develop a stronger relationship with academia for cooperation around joint research projects.

## Our Next Steps

For Greater Manchester to achieve its ambitions we need the information ecosystem to work together. That is why this strategy will form the basis of an open and transparent action plan, that aims to deliver the strategy.

We will continue to build effective collaboration with the public sector, business, academia and voluntary, community and social enterprises.

Laying the right information foundations now will create an effective, safe, and secure information ecosystem, and enable existing and future strategies to be realised.

This means inclusive partnership and meaningful collaboration, an open engagement approach and the development of a shared delivery programme for Greater Manchester.

This approach will enable us to provide public trust and confidence, information security confidence, robust and proportionate data governance and transparency around ethical issues.



# Appendix A: Timeline - What we have achieved together

**2011** – The Greater Manchester Combined Authority (GMCA), Local Economic Partnership (LEP) and Transport for Greater Manchester (TfGM) are all established. GMCA works with the national exemplar programme, Improving Information Sharing and Management, to improve the information sharing journey for organisations supporting families with complex needs.

**2015** – the 37 NHS organisations and local authorities in Greater Manchester signed a landmark agreement with the government to take charge of health and social care spending and decisions in our city region. These organisations are collectively known as the Greater Manchester Health and Social Care Partnership (GMHSCP).

**2016** – GM Connect, Greater Manchester’s first data sharing authority, established. Its vision is “to create value and insight across GM by supporting improved and more efficient services and improved outcomes for GM and residents, and by breaking down information silos and barriers to sharing data”.

**2017** – The GM “Our People, Our Place” strategy is launched. The Information Sharing Gateway is rolled out across Greater Manchester. Designed by healthcare information specialists, the system streamlines the process of creating, agreeing, and updating information sharing agreements. TfGM’s smart ticketing scheme goes into operation to enable passengers to pay for fares across different types of transport, making it affordable to travel across the city region and easy to understand how to access their journey data.

**2018** – the Working Well Early Help service is launched by GMCA and Greater Manchester Health and Social Care Partnership to help residents with ill health at a

crucial point when they are starting to be at risk of falling out of employment or newly out of work. GMCA agreed the sharing of data with 60 GPs across Greater Manchester, helping to change the way that health and employment services work together. The newly established Greater Manchester Information Board meets to drive preparation of a GM Information Strategy.

**2019** – the Greater Manchester Smart Resident programme, now the GM Digital Platform, is launched. GM Information vision and principles in this strategy are drafted in partnership with patient and citizen representatives, information technology and network leaders, data analysts, AGMA and Health IG groups, and the voluntary and community sector amongst others.

**2020** – the Digital Data Protection Impact Assessments (DPIA) project brings together partners from across the GM system including local government, health, and education to deliver a user friendly and benefits focussed solution to improve privacy risk assessment processes and provide data protection by design and default.

# Appendix B: The Strategic Context for our work

## Greater Manchester Strategy: Good Lives for All

The refreshed Greater Manchester Strategy sets responding to the interconnected challenges of tackling inequalities and climate change at its heart. The shared vision of the new Strategy is Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit, and study. The Strategy focuses on a set of shared outcomes and commitments, which will require whole system responses to drive the change we would like to see for the whole of the city-region.

The refreshed Greater Manchester Strategy sets a ten-year direction of travel for Greater Manchester, shaping the city-regions recovery and renewal post-pandemic. The Strategy will be supported by a three-year delivery plan, and comprehensive performance framework. The performance framework will include a series of metrics, measures and data sources providing an in-depth understanding of our collective progression towards the attainment of our shared vision.

## Greater Manchester Health and Social Care

### Partnership Plan: Taking Charge

This strategy aims to achieve the greatest and fastest improvement in health, wealth, and wellbeing in our towns and cities. The strategy sets out a plan for delivering coordinated healthcare through a focus on people and place. Information governance will need to be lawful, fair, and transparent for this strategy to provide improvement in health, wealth, and wellbeing in Greater Manchester, especially to those whose health records will be shared in this process.

## **Greater Manchester Model for Public Services: Faster, Further**

Our model for delivering public services is about moving from the principles of place-based working to a new operational model that embeds it in practice. This new model will mean freeing up the frontline, devolving power, and allocating resources around need more effectively. Information governance and management once again plays a vital part. Robust and proactive data sharing arrangements will enable wide range of organisations to collaborate across Greater Manchester.

## **Greater Manchester Police and Crime Plan: Standing Together**

This plan outlines the 37 commitments made by the Mayor, Deputy Mayor, Chief Constable, and other leaders to invest and improve policing and criminal justice system to make Greater Manchester's communities safer and stronger. These commitments include improving safely sharing information about the victims of crime to better understand their needs and coordinate a system wide response.

## **Greater Manchester Local Industrial Strategy**

Our Local Industrial Strategy builds on over 30 years of public and private sector collaboration in the city-region by setting out a plan for stimulating innovation and responding to technology to drive economic changes and social progress. To protect personal data and encourage transparency we need to make sure that our Information Strategy is fit for purpose and adaptable to the fast pace of technological developments.

## **Greater Manchester Digital Blueprint**

Our refreshed blueprint for Greater Manchester digital sets out a three-year approach to meeting our ambitions and is focused on delivering benefits that help the city region's people lead healthier, happier lives. Better use of personal information supports every digital priority.