# Greater Manchester Information Strategy

Plain English Version

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## Introduction

Every day, the world produces 2.5 quintillion bytes of new information. To understand how much information this is, imagine a byte of information is the size of a penny. If you lay out flat those 2.5 quintillion bytes, they would cover the entire surface of the Earth five times. Billions of people and millions of organisations manage, use and share all this information. The information, the systems that generate, use and share it, and the individuals and organisations involved are together known as the ‘information ecosystem’. Taking advantage of this information ecosystem can help people to make better decisions, develop new products and services, and live lives that they have reason to value.

But we must also be careful of the harms – intended or unintended – from an information ecosystem that does not include everyone and does not act in a way that is responsible, ethical, and legal. And we must be alert 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 make sure we manage, share, and use information responsibly, efficiently, and effectively.

Greater Manchester is the best scale for us to do this. We are small enough to know and understand each other, working together daily to improve the health, wellbeing and other key areas so that we provide successful outcomes to both of our residents, communities and businesses. And we are big enough to make a difference in a unified joined up way.

To create a better information ecosystem is the right thing to do for Greater Manchester. It creates **trust** in our institutions and allows us to work in a way that is led by evidence, and focused on our location and our people. But it can also support us achieving the ambitions defined in the Greater Manchester Strategy – to help recovery, to support economic growth, and to reduce inequality.

We need to make sure 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 if we are to tackle our toughest challenges and achieve our bold ambitions.

This means the information strategy is not a separate plan. It should also allow us to develop and support the Greater Manchester Strategy, as well as other strategies. It should be a part of everything we do in Greater Manchester.

## Our strategy

Information, and how we use it, is at the centre of our day-to-day lives: how we access goods and services, how we interact, how we work, and what we choose to do. So, it is very important that our information ecosystem works well for everyone. To do this, we must focus on:

* managing information well;
* making information sharing simpler, easier, more effective, and safer;
* making sure we do the right things with information;
* being creative and coming up with new ways to make the best use of information.

Greater Manchester’s information ecosystem includes how we manage, use and share information. It includes a range of different people and organisations, as well as technology, systems, 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 information principles support our vision and 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

We will achieve our vision by successfully completing and continuing to embed into working practice the following 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.

Greater Manchester faces many difficult and connected challenges now and in the coming years.

* 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 making sure our residents can be successful.
* 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 bringing together our resources and using them effectively. One of our biggest resources is information.

Information is an essential resource, not just for Greater Manchester’s needs today but those of future generations. Together, Greater Manchester has an opportunity to do more and do better with the information we have. And we also have a responsibility to act ethically, treating information sensitively and securely. How we choose to create, 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 always making sure we do the right things.

Now is the time to make sure we make the best use of that information.

Now is the time to change our thinking, from information being a risk that we must manage, to being a benefit that we should value.

Now is the time for a better information ecosystem.

Greater Manchester’s information ecosystem includes everyone – people, communities, businesses, the public sector, and the community and voluntary sector. Given events such as the COVID-19 pandemic, we cannot allow ourselves to work as we have always worked or separately from other organisations. Indeed, we have a moral and legal duty to be inclusive and put our city region in the best possible position to respond if we experience a similar global crisis again.

To create a better information ecosystem, we must grow and support the following three areas.

* **Our information environment** – the processes 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 centre 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 success.

Every day, we create, share, and use lots of information to make decisions that affect not only our lives, but also the lives of others.

As a city region, we are small enough to work closely together and have common goals. And we are big enough to make a difference. This strategy aims to use our information responsibly and effectively to do better in three important areas.

* Managing information
* Sharing information
* Using information.

We need to improve how we manage information by:

* making our policies, processes, rules and standards clearer;
* making our processes simpler and more joined up;
* increasing trust and making sure the right people are involved;
* including everyone; and
* allowing information to be linked and shared.

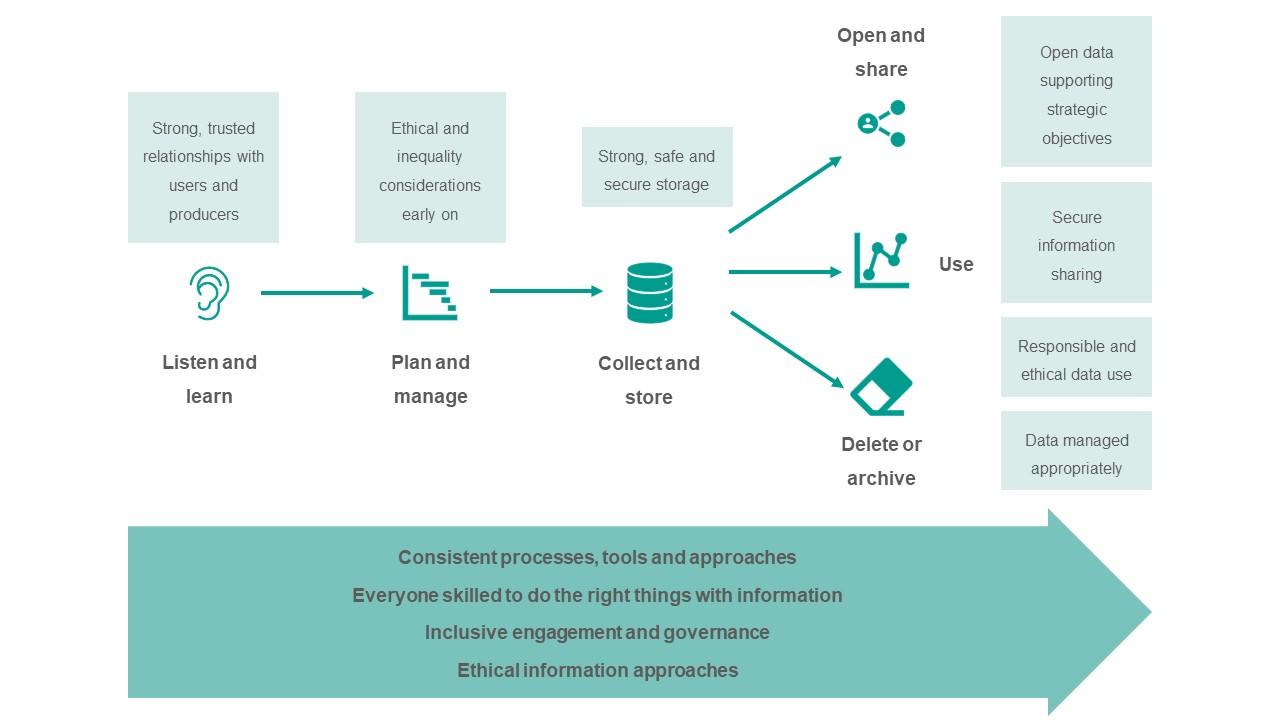
We need to improve the responsible sharing of information that is of value to the people of Greater Manchester and make sure information goes to where it is needed.

We need to use information responsibly to help us reduce inequality, increase goods and services, and respond to the needs of the people of Greater Manchester. And we must treat information as a valuable benefit.

To achieve our vision, we have six missions, supported by principles that will guide us in developing this better information ecosystem.

Together, we must build a better information ecosystem, to make sure we can create a greener, fairer, and more successful Greater Manchester. This strategy sets out how the people, communities and businesses of Greater Manchester can make that happen.

### What does success look like?



The diagram above shows how a whole system works together to make sure the right people have the right information at the right time. And in a way that is safe, secure, legal, and ethical.

## 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 information, aiming to be as open as possible with information and as closed as necessary.

It is important to meet our legal obligations to protect the people and businesses of Greater Manchester. This principle means sharing and re-using more information than we do currently but making sure the information is used correctly, and we protect people’s rights to privacy.

### Valuing information

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

To do this we must correctly value information. This principle means we will change our culture to value information as a benefit and make the best use of it by sharing and re-using it.

### Information-led decision-making

We will make sure that information is at the centre of decision-making and look at how we can make better decisions by making information more visible, more open, and better quality.

For people to use information effectively, we need to interpret it, analyse it, and publish it. This principle means that we will make decisions based on high-quality information, we will share both the information and our analysis of it, and we will be as transparent as we can throughout the process.

### Reducing inequality

We will always make sure we use information to reduce inequalities and involve everyone we need to so that everyone benefits from our work.

Inequality affects everyone. Reducing inequality is an important aim of all our work. This principle means we will use information appropriately to reduce inequality, reduce instances where people feel excluded and disadvantaged and set higher standards for people’s goals and objectives. We will also reduce inequality by making information easier to understand and access.

### Forging strong relationships

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

It is important that we listen to and include in our discussions those that produce information and those that use it – people, businesses, the academic, voluntary and public sectors. These discussions should include how their information is used and how they would like to use information. This principle means we will create strong and trusted relationships to collect and include all these views.

### Building trust and confidence

We will work to get and keep the trust of the people of Greater Manchester, so they feel confident that Greater Manchester organisations will manage their personal information appropriately. .

Trust and confidence in our approaches is an important part of creating relationships and including all voices in how we manage, share, and use information. This principle means that our work will show that we are doing the right things with information, and communicating regularly to show what we are doing and why we are doing it.

### Fostering a culture of openness

We will create and encourage a culture of openness to meet our transparency obligations as well as support people, places and organisations in Greater Manchester to grow and be successful.

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

### Empowering the workforce

We will take steps to make sure those working in the Greater Manchester authorities 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 principle means we will need to communicate well and make sure all staff have the necessary skills to understand this strategy and do the right things with information.

### Connecting our work

We will connect our work across the city region, and aim for an approach where we only ask for information once. This will help us better manage, share and use information for the benefit of 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, put in place practices that work, and make our structures and approaches simpler. This principle means we need a better connection between our work, stronger policies, processes and standards and overview, and wider sharing of what works.

### Doing things differently

We will use and build on the local powers we have to do things differently in how we use information to support the people and businesses of Greater Manchester.

We can do new and exciting things with information while still meeting our legal and ethical obligations. Good information management is about allowing us to manage, use and share information better. It is not about restricting what we do with information or stopping us developing new services and ways of working. This principle means we should always be aware of new ways to work with information that genuinely 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 providing better public services – both public trust and trust between organisations sharing information with each other. The public’s awareness and trust in the public sector’s use of their information varies between organisations. Individuals, families, and businesses need to trust the organisations and people making decisions about the use and sharing of personal information. That trust comes from openness, transparency, and an understanding that Greater Manchester’s public -sector organisations will do the right things with their information. People and businesses are more likely to use public services they trust.

We have carried out a range of work across Greater Manchester to increase public understanding and awareness of how we use their information. This includes work with the Supporting Families Programme (support for families with multiple disadvantages who can experience poor life outcomes, such as in relation to health, housing, education or abuse), supporting school readiness, and using information held by adult social care and others.

#### What are we doing?

* Holding local events with partners and stakeholders to speak and listen to Greater Manchester organisations and residents about the Government’s recent data protection law reform consultation.
* Supporting the update of Open Data Manchester’s Declaration for Responsible and Intelligent Data Practice. This is a set of principles for responsible and intelligent use of information and aims to provide a common vision for information best practice in Greater Manchester.
* Looking into developing a Greater Manchester algorithm register. This will focus on the impact of information and algorithms on people, rather than how complicated the technology is.
* Looking into how making public -sector information more accessible can increase trust and help us build new relationships with individuals, families, and businesses.

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

‘Data ethics’ refers to problems, practices and behaviours around information use and technology and aims to promote responsible information use that benefits people and society. It also aims to identify and promote standards, values and responsibilities to manage information use so we can decide if decisions or actions are appropriate, ‘right’, or ‘good’ and match the public’s expectations of ethical behaviour. Information, technology and public opinion changes regularly so using information responsibly and ethically relies on having a set of principles to follow that are clear to the public and guide our decisions.

Identifying and managing ethical issues of information use and sharing, while also working with citizens to understand what is acceptable, is another way to increase trust. We also need to support organisations to be more open by creating and maintaining the right approach to make more information available to the people and businesses of Greater Manchester. Being more open can also help the public sector to make sure it maintains and improves the responsible and ethical use of information.

This mission should aim to put in place the right ethical processes to support better and more responsible use of information. It should also actively promote Greater Manchester as a responsible and ethical city region, increase trust, and help support our growing cybersecurity industry.

#### What are we doing?

* We carried out a review of information use and sharing in Greater Manchester to understand how the public sector and other organisations were using information, and what we could do to create more public value from it.
* We are working with the Centre for Data Ethics and Innovation (CDEI) to look at ethical information practices and standards.
* We are developing an information sharing agreement to use in our work across Greater Manchester under the Changing Futures programme. This is a Government programme to improve the lives of adults who experience more than one disadvantage – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system.

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

Information affects all parts of the Greater Manchester system – including our legal responsibilities, our security procedures, and how we use information to make better decisions. This mission aims to make how we look after information as inclusive as possible, and be proactive in supporting openness, responsibility, and valuing information.

National laws do not mention the local use of information and technology. The law that provides Greater Manchester’s local powers and functions does not include information, data protection or information management. This means Greater Manchester needs to use the powers it has in health and social care, transport, economic development, policing, and many other areas, to lead and direct local discussions and practices on information collection and use. This work should lead to a system that manages information, that is often sensitive, for the benefit of local citizens.

#### What are we doing?

* Following the Centre for Data Ethics and Innovation’s (CDEI) strategic advice on Greater Manchester’s information management.
* Reviewing the information management where we partner with other organisations in Greater Manchester to make sure it works so we can carry out the actions in this strategy.
* Greater Manchester housing providers are working together to develop a information management framework to cover their information collection and use in relation to housing.

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

People need to feel confident that Greater Manchester manages, shares and uses information responsibly and appropriately. This mission focuses on both the public and organisations. It aims to increase the knowledge and awareness of our residents, businesses, and organisations of what good information management looks like, and to make sure we have the right skills, capabilities, and awareness to make it happen.

#### What are we doing?

* Developing a new national Data Protection and Information Governance practitioner Apprenticeship with the Institute for Apprenticeships and Technical Education to strengthen recruitment, development, and retention.
* We are part of the Greater Manchester Responsible Tech Collective that is developing an approach for responsible use of information and technology. This approach is one that can be used in different settings and is led by the local community in each case.
* Providing training on information management to people who work for voluntary, community and social enterprise organisations.

## 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. By tools we mean software and skills that will help us use, analyse and understand information, to make the best use of it. By infrastructure we mean the systems, technology and processes that help us to share and manage information. And by standards we mean policies, guidelines and principles to help everyone to better use and understand information, and to make sure our use, sharing and decision-making is consistent.

This mission aims to develop the right information tools for Greater Manchester based on user experience and best practice. These tools will help to:

* better identify who needs what information;
* support us being transparent about how we use and share information;
* improve our staff’s confidence in using and sharing information; and
* support an enabling approach to information management.

An example is ‘[Mapping GM](https://mappinggm.org.uk/)’, a website which brings together geospatial information about Greater Manchester. Geospatial information is information that describes objects, events or other features both in terms of their location and their characteristics or features. For example, the location of green spaces, cycle lanes and walking routes.

Through a range of maps, the website makes this information open for everyone to use, with most of the data freely available to download. The development of a new Digital Data Protection Impact Assessment (DPIA) tool is another example of a tool that can make it easier to manage and share information, and in a way that is consistent.

To use these tools we need the right systems, technology and processes so we can store and share information to provide digital public services. There are new technologies we can use that will help us collect, store and analyse information.

To use the tools and infrastructure we need good, well-maintained, and consistent standards. Information standards can improve our lives in the same way that standards make sure people get the same level of care, or that goods and services are good quality. Information standards that say information needs to be accurate help make sure your salary goes directly to your account, or that your food delivery comes to the right address. For the public sector, information standards can also help us to be more transparent about our information use, sharing and decision-making, and can provide consistent and available information for businesses to build new products and services.

#### What are we doing?

* Using a Digital Data Protection Impact Assessment (DPIA) tool that we have developed with national partners. We are using it first in the Greater Manchester Combined Authority and will then promote it across the city region.
* The voluntary, community and social enterprise (VCSE) sector is working with micro-, small- and medium-sized voluntary, community and social organisations to develop their own information management tools and resources.
* Continuing to make sure that relevant Greater Manchester organisations continue to follow the NHS Data Security and Protection Standards.
* Developing and putting in place new information standards to make more information available in Greater Manchester, with a focus 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 management policies and practices.

Information governance refers to how an organisation manages information. Complying with data protection laws is an important part of a wider framework that includes information collection and use, transparency, contracts and agreements, records management, useful business information, data protection impact assessments, individual rights, training and awareness, policies, and processes.

This mission is about making sure that when we work with others on projects that involve information, everyone’s information management is consistent so we all understand the actions, roles and tools we need at each stage. For this mission we will need to work with others and to develop a well-informed and confident workforce.

#### What are we doing?

* Working with Greater Manchester Local Authorities to strengthen shared ways of working, policies, and tools so we can have effective information management for our projects.
* Providing assurance to major Greater Manchester programmes and projects, such as the Supporting Families Programme (support for families with multiple disadvantages who can experience poor life outcomes, such as in relation to health, housing, education or abuse), developing a Clean Air Zone, and reforming the public transport ticket system, to make sure people’s information rights are fully protected.
* Setting up a single, shared information governance service for the Greater Manchester Combined Authority and Transport for Greater Manchester.

## What does this strategy mean for you?

### Are you a resident of Greater Manchester?

This strategy sets out how we will listen to you, by building relationships and working with you to get your trust and confidence in how we manage your information. We will use your information correctly, and make sure that – only where we can – we deliver the best public services to you, that are based on your information.

### Are you a business?

Many businesses build products and services based on public sector information, and need it to be excellent quality, easy to find and access, able to be reused and that works with the information and systems they already have.

We will put information at the centre of our decisions, supporting you through challenges in the best way possible. We will work with you regularly to understand your information needs and help you to make the best use of information. You will be able to rely on our information and build products and services on top of it.

### Are you a part of the public sector?

To improve our public services we need information about those services, how they work, and what information they collect. Sharing information allows us to work together to provide services focused on the people and places that need them. While providing the right information at the right time can help make better decisions, the public sector itself needs to use its own information better.

We will put in place the tools, processes, infrastructure (systems and technology), and support that you need to do your job properly. Managing information well 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 make sure you have access to the information you need to make decisions about the products and services you provide. When we’re planning what information to make available, we aim to consider your information needs. For example, to help you identify a new opportunity, or to make sure your clients are well-supported.

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

Information can help create 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 the academic sector and co-operate on joint research projects.

## Our next steps

For Greater Manchester to achieve its ambitions we need our information ecosystem to work. We will develop an open and transparent action plan to deliver this information strategy. We will continue to work effectively with the public sector, business, the academic sector and voluntary, community and social organisations.

Putting the right things in place now will create an effective, safe, and secure information ecosystem, and allow us to achieve existing and future strategies.

This means working well with all the relevant people and organisations , being open and available to everyone developing a shared programme for Greater Manchester to deliver this strategy.

This approach will allow us to:

* get public trust and confidence in how we manage information;
* provide confidence in our information security measures;
* create strong and proportionate information management; and
* be transparent with 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 created . GMCA works with the national programme ‘Improving Information Sharing and Management’ to improve information sharing journey by and with organisations supporting families with a range of needs.

**2015** – The 37 NHS organisations and local authorities in Greater Manchester sign an agreement with the Government to take responsibility for health and social care spending and decisions in our city region. These organisations are together known as the Greater Manchester Health and Social Care Partnership (GMHSCP).

**2016** – We create ‘GM Connect’, Greater Manchester’s first data sharing authority. Its vision is “to create value and insight across Greater Manchester 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** – We launch the Greater Manchester strategy ‘Our People, Our Place’ and the ‘Information Sharing Gateway Designed by healthcare information specialists, the system make sit quicker and easier to create, agree, and update information sharing agreements. TfGM’s smart ticketing scheme starts allowing passengers to easily pay for fares across different types of transport. This makes it affordable to travel across the city region and easy to access information about journeys.

**2018** – We launch the ‘Working Well Early Help Service’ with Greater Manchester Health and Social Care Partnership. This helps residents with ill health at a crucial point when they start to be at risk of unemployment. GMCA agrees to share information with 60 GPs across Greater Manchester, helping to change the way that health and employment services work together. The newly created Greater Manchester Information Board meets to start working on a GM Information Strategy.

**2019** – We launch the Greater Manchester ‘Smart Resident’ programme, now the GM Digital Platform. We draft the information vision and principles of this information strategy with a range of partners, including patient and citizen representatives, information technology and network leaders, data analysts, Association of Greater Manchester Authorities (AGMA) and Health Information Governance groups, and the voluntary and community sector.

**2020** – The Digital Data Protection Impact Assessments (DPIA) project brings together partners from across Greater Manchester including local government, health, and education. This project provides a user-friendly solution to improve how we assess the privacy risk of projects and build data protection in from the start.

## Appendix B: The strategic context for our work

### Greater Manchester Strategy: Good Lives for All

The refreshed Greater Manchester strategy has at its centre the need to respond to the connected challenges of tackling inequalities and climate change. The shared vision of the new strategy is ‘Good lives for all’, meaning that Greater Manchester is a great place to grow up, get on and grow old; and a great place to invest, do business, visit, and study.The strategy focuses on shared outcomes and commitments, which will require whole system responses to make the changes we would like to see for the whole of the city region.

The strategy covers the next ten years for Greater Manchester, covering the city region’s recovery and renewal following the Covid pandemic. We will support the strategy with a three-year plan to achieve its aims, and a comprehensive framework to measure our performance.  The performance framework will include a range of criteria, benchmarks, measures and information sources to provide a detailed understanding of how we are progressing towards achieving 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 to provide co-ordinated healthcare by focusing on people and place. As this strategy involves sharing heath records, the information management needs to be lawful, fair, and transparent.

### 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 reducing the workloads of those providing services, sharing out power and decision-making, and doing better at matching resources to need. Information management is essential and strong and proactive data sharing arrangements will allow a wide range of organisations to share information 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 in and improve policing and the criminal justice system to make Greater Manchester’s communities safer and stronger. These commitments include improving how we safely share information about the victims of crime to better understand their needs and to work together across organisations to meet those needs.

### Greater Manchester Local Industrial Strategy

Our local industrial strategy builds on over 30 years of public and private sector working together in the city region. It sets out a plan for improving and creating new products and services and making the best use of technology to improve economic changes and social progress. To protect personal information and encourage transparency we need to make sure that our information strategy is suitable and able to adapt to the fast pace of technology developments.

### Greater Manchester Digital Blueprint

The blueprint sets out our ambitions and targets for products, services, systems, skills, jobs and funding that relate to or rely on technology.

We refreshed the blueprint this year and it sets out a three-year approach to achieve our ambitions that focuses on helping the city region’s people lead healthier, happier lives. Better use of personal information will support every digital priority in the blueprint.