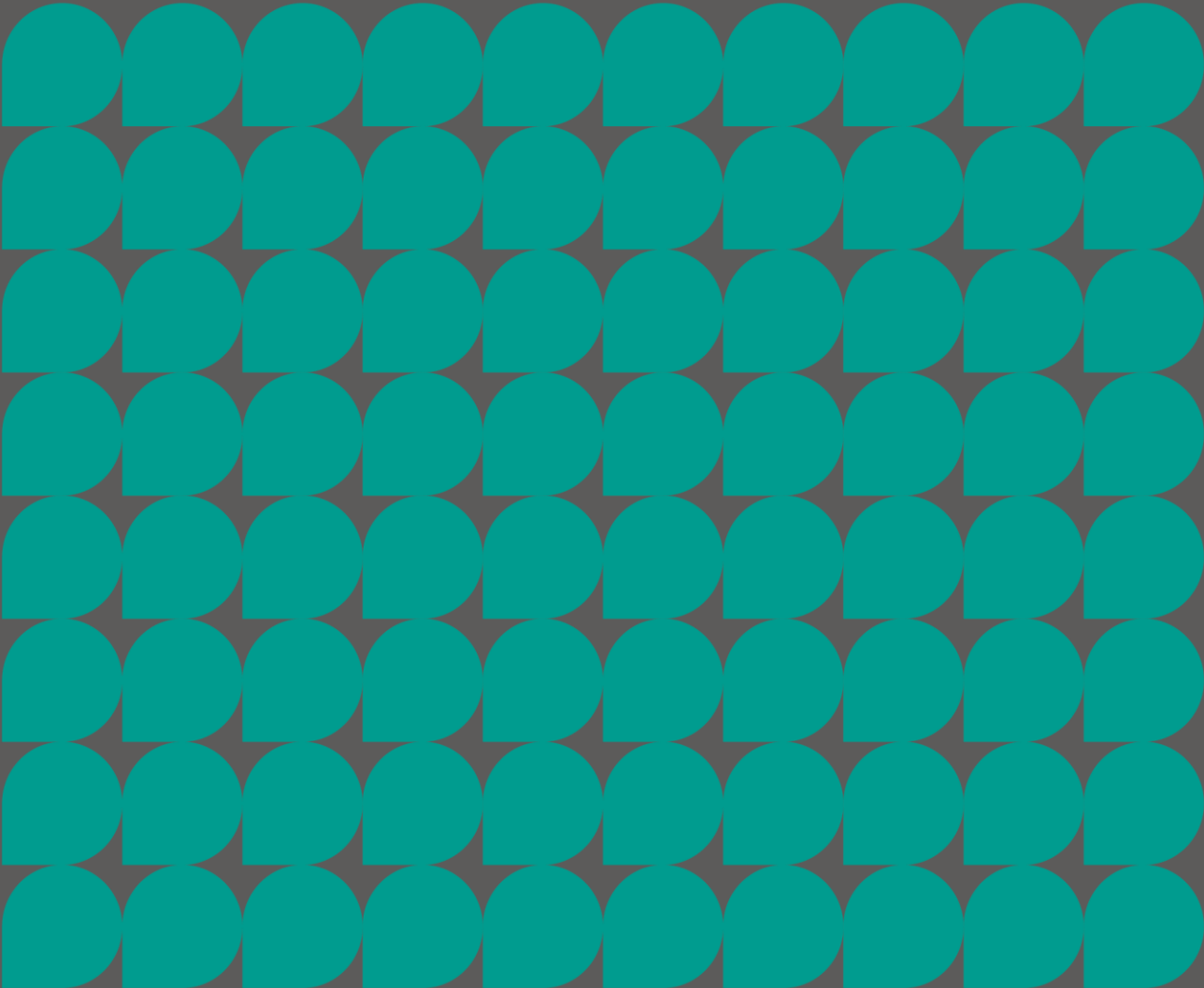# GREATER MANCHESTER
DOING THINGS DIFFERENTLY

Greater Manchester Information Strategy Delivery Plan

Executive summary

The focus on the use of data and information has never been sharper than it is today. Data underpins huge areas of our life and therefore the appropriate use, management and value of data and information has never been more important. The GM Information Strategy is Greater Manchester's response to this need. The GM Information Strategy lays out our vision to create a better data and information ecosystem across the region and ensure that we are utilising data and information in the best ways for residents and organisations.

To achieve this vision, we need a delivery plan that prioritises the deliverable areas of the strategy and sets out how we will approach delivering the benefits of the strategy over the next three years. This delivery plan will articulate the specific areas for delivery and how they align to the missions in the strategy. It will give an approximate timeline of when we will look to initiate projects however, we recognise that as this delivery plan is delivering significant change both organisationally and across the Greater Manchester region, priorities can and likely will change. We will be forward looking to be responsive to these changes and where necessary, the driver of this change.

The delivery mechanism for this delivery plan is the GM Information Governance Change Programme. This change programme is managed within the GMCA and TfGM Information Governance shared service. The delivery plan has a budget of £280,000 for the 2023/24 financial year and the GM Information Board has oversight of this spend.

To best achieve the ambition of the GM Information Strategy, as a Greater Manchester region it is imperative that we commit to work collaboratively and cross-functionally. The GM Information Strategy is a key enabler of the strategies across Greater Manchester that wish to utilise data and information. This delivery plan will ensure that we are putting in place the appropriate processes, standards, skills and approaches that enable delivery in all portfolios across Greater Manchester.

Supporting Documents

Document	Location	Summary
GM Information Strategy	Information Strategy - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)	GM Information Strategy
GM Information Strategy Prioritisation Report	Can be provided upon request	An Open Data Manchester commissioned report. Conducted with members of the public and interested parties to prioritise the strategy deliverables.

Version Control

Version	Date	Status	Summary	Author(s)
1.0	26/05/2023	Final	First version of document created	Chris Pope Stephen Girling John Laurence Curtis

Greater Manchester Information Strategy

The Information Strategy is composed of three main elements:

- The vision sets out our aims for Greater Manchester

- The principles set out how we will work to achieve those aims

- The missions set out the challenges we will specifically address

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.

Our principles

- 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

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Our Missions

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

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

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

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

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

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

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Developing the Delivery Plan

Engagement and consultation

The GMCA released the consultation on the delivery plan for the GM Information Strategy on 7th October 2022.[1] The public consultation closed on 13th January 2023. This date had been extended past the previously agreed closing date of 2nd December 2022 to support several requests for more time to feedback.

The consultation work was supported by the Information Governance shared service for TfGM and GMCA, as well as the Communications and Engagement team, and the Research team at GMCA. A series of stakeholder sessions also took place, including with the GM Information Board, Equalities Panel administrators, and GM Equalities Alliance (GM=EqAl), to gather as wide a range of views as possible. With the support of Communications and Engagement colleagues, as well as organisations around GM, the consultation was also shared in newsletters, social media updates, and at conferences.

Some of the initial feedback of the consultation regards the length, and the breadth of topics covered. This resulted in fewer, more detailed responses to the consultation. One of the main outputs of these responses was a list of over 200 suggested actions, which were synthesised into 28 broad areas of activity[2]. The consultation therefore provided the team who analysed the responses with a range of potential actions, projects and initiatives that could be taken forward by the Information Board and partners across the city region to enable us to deliver the benefits of the missions.

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[1]   https://www.gmconsult.org/communications-and-engagement-team/information-strategy-delivery-plan/

[2] A full list of these broad areas of action, referred to as 'deliverables' is available within the consultation report and can be provided upon request.

Delivery Plan Prioritisation

Following on from this consultation activity, Open Data Manchester CIC were commissioned by the GMCA to run a series of prioritisation workshops. The aim of these workshops was to provide a prioritised ranking of the areas for action (referred to as 'deliverables') that were identified through the consultation and engagement sessions. A series of events open to the public and stakeholders took place in February and March 2023, in a mix of in-person and online workshops.

As part of the prioritisation engagement, attendees were asked to rank the 28 deliverables by order of priority. More information on this prioritisation approach and outcomes is available in the GM Information Strategy Prioritisation Report.

This prioritisation work is fundamental to our open and transparent approach, one of the key principles of the Information Strategy.

The top three highest priority areas of action identified from this exercise were:

- Community engagement;

- Better use of data; and

- Enhancing and strengthening governance.

However, through a range of wider conversations and engagement, the consultation, and the discussions within the prioritisation sessions, it was noted that all the broad areas of action that were identified each had an element of importance in delivering the Information Strategy. Therefore, while the prioritisation sessions provide guidance as to the rough priority ordering of activity, to achieve the Missions in the Information Strategy, some aspect of each of the identified deliverables needs to be part of either the Delivery Plan, or ongoing activity.

Creating the delivery plan

In developing the Delivery Plan, the GMCA took account of the various conversations, Board meetings, consultation responses, community engagement sessions and prioritisation workshops. The actions and the deliverables identified through the

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consultation were reviewed in light of the prioritisation workshop responses. A series of revised, updated and prioritised deliverables were created, along with relevant 'we will…' statements. Underneath these, a series of actions were added. These actions were taken directly from suggestions in the consultation, conversations in the priority workshops, or through wider engagement activity. These actions set out what information ecosystem partners across the city region will seek to implement, with the support and expertise of the Greater Manchester Information Board. We will keep abreast of the passage through Parliament of the Data Protection and Digital Information Bill and any implications this may have on this delivery plan.

How to read the Delivery Plan

There are three main elements of the delivery plan:

- **Missions**, which are the overall objectives of the Information Strategy;

- **Deliverables**, which are high-level areas of work, and

- **Actions**, which are specific activities to be delivered by partners across the city region.

The main body of the Delivery Plan below includes:

- A diagram identifying the Mission and its main deliverables.

- Some example activities that are already underway through partners across Greater Manchester, which contribute to the achievement of the Mission.

- A range of deliverables under each Mission, accompanied by a series of 'we will…' statements explaining each deliverable.

- A series of actions that align with that deliverable.

Delivery Plan Actions

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

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

- Improve accessibility, communication, and signposting of information
- Communicate information rights
- Widen community engagement in developing information policy and practice
- Open up more data

What are we already doing?

The Responsible Tech Collective is leading on work to develop citizen-led security standards. The aim of the work is to reduce the vulnerability of citizen's data by increasing trust and cooperation between people and the public sector that serves them.

Manchester Metropolitan University has set up a Greater Manchester People's Panel on Artificial Intelligence, with the aim of providing a clearer view of people's response to the uses and artificial intelligence. Aimed at both educating residents and connecting people and organisations, the People's Panel provides guidance on the use and application of AI in Greater Manchester.

In 2020, GMCA undertook the Local Data Review, identifying the steps needed to open up more data for use by the public, businesses, and academia. The review

outlined 12 actions that could be delivered by the public sector, and a range of data themes where the greatest potential for data re-use existed.

What will we do?

Improve accessibility, communication, and signposting of information

We will aim to improve access to information for all, through clearer, more inclusive communication channels, and by improving the ways people find information in the city region. This will especially apply to transparency, governance, and public sector operational data. Our work will include:

- Working alongside digital inclusion teams and community groups to co-design ways to make the Information Board's work open to those who are digitally excluded

- Exploring making the terms of reference, membership, minutes, actions, forward plan, and agenda of the Information Board available freely online

- Identifying options to further integrate the Information Board into Greater Manchester's existing governance arrangements, including reviewing the terms of reference, as well as designing communication plans that supports our ambitions

- Exploring the feasibility of developing a jointly procured 'Accessibility Hub' for Greater Manchester, providing translations and guidance on accessibility

- Jointly reviewing public sector websites in Greater Manchester to identify and opportunities to better meet WCAG 2.1 and WCAG 2.2 accessibility standards

- Creating a single webpage on the GMCA website that links to open data and transparency sections of partner organisations in Greater Manchester

- Developing a range of thematic 'show and tell' data sessions, sharing data with the public that is openly available in Greater Manchester, and showing how it has been used previously

- Exploring the feasibility of a single Greater Manchester open data hub to host public, private, and third sector open data

Communicate information rights

We will aim to improve the knowledge, understanding and awareness of individuals' information rights, through clearer and more active communication. Our work will include:

- Exploring with partners a joint communications campaign to explain information rights

- Create a plain English document to explain personal data rights and transparency

- Develop a toolkit for Greater Manchester to help create clear privacy notices, including identifying who information will be shared with, and exploring the use of simple logos or icons to show how information might be used

Widen community engagement in developing information policy and practice

We will more actively engage with the people, communities, businesses, and organisations of Greater Manchester. We will give everyone more opportunities to understand and engage with information policy, and listen more to the needs of residents and organisations. Our work will include:

- Identifying how Information Board meetings can be opened to the public

- Continuing to support the Citizen Led Security Standards approach to reducing data vulnerability, through enhancing trust and consultation with members of the public

- Exploring how People's Panels processes could be expanded for other areas of information policy

- Identifying opportunities to support further partner-led work in the space of Community Engagement

- Creating an Open Data User Group to encourage closer links between data producers and data users in Greater Manchester, and to improve data usage

- Putting in place a survey to identify levels of public trust in organisations, and in the use, sharing and handling of their personal data / information

Open up more data

We will make more data openly available. We will aim to be as open as possible to support innovation and growth, while remaining as closed as necessary to protect people's rights and privacy. Our work will include:

- Agreeing the adoption of a set of open data standards, or charter, for organisations in Greater Manchester

- Agreeing, through the Information Board, an open data policy that supports publication across GM in a unified and consistent way.

- Identifying and agreeing a list of datasets – as a forward plan, or publication scheme – to be made open by public sector organisations in Greater Manchester

- Creating an open dataset that identifies the local authority leaders responsible for each thematic policy area across Greater Manchester

- Creating and opening a single list of all councillors in Greater Manchester, to support greater transparency

- Exploring the feasibility of creating a single signposting service directory for Greater Manchester, covering publicly funded services

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

What are we already doing?

Working with partners from the public, private, academic, civil-society and voluntary organisations across the city region and around the country, Open Data Manchester have co-produced the Declaration for Responsible and Intelligent Data Practice. The Declaration offers a common vision of what best practice in data looks like and aims to help develop and maintain this best practice. Organisations such as Wigan Council, the Co-operative Group, Luminate, Manchester Digital, and the Greater Manchester Combined Authority have already signed up to the Declaration.

In 2021, GMCA engaged with the Centre for Data Ethics and Innovation to explore and review its practices and processes around data ethics. These included exploring how data ethics could be put into practice within particular projects, especially those supporting families across the city region.

What will we do?

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Responsibly and ethically make better use of the data we hold

We will explore new and innovative approaches to using information to improve the lives of residents and communities. Our work will include:

- Encouraging organisations to direct people to how the open data has been previously used, to identify potential options for wider use of the data

- Encouraging organisations to provide links to the data used in analysis or reports as a standard, including linking to data.gov.uk or other open datastores

- Identifying and promoting more innovative uses of existing datasets, especially non-personal datasets

- Enhancing the use of tools that encourage better use, understanding, and engagement with data, such as MappingGM

- Exploring whether the Information Board can become a signatory to the Declaration for Responsible and Intelligent Data Practice

Explore, implement, and improve approaches to data ethics

We will support organisations to ensure they are doing the right things with data, acting not just responsibly with data, but ethically – considering the impacts of collecting, managing, using, or sharing data on people, communities, and organisations. Our work will include:

- Exploring the development of a toolkit that supports organisations using or intending to use AI and automated decision-making with engaging and consulting the public along with guidance in avoiding bias and implementing accountability.

- Providing guidance and support to the GM Data Accelerator project, including embedding an ethics framework

- Encouraging sign up to the Declaration for Responsible and Intelligent Data Practice ('the Declaration')

- Sharing and promoting a wide range of data ethics approaches and frameworks with networks, through case studies showing how organisations implement the principles in the Declaration

- Exploring the development of an agreed process for accessing information from providers of services to vulnerable residents, to support the independence and earned trust of these organisations

- Developing, sharing and promoting an ethics framework specifically designed for public sector research and data use

- Agreeing to support a review of the Declaration for Responsible and Intelligent Data Practice in 2025, to identify lessons to be learned

- Co-designing a toolkit to support with the implementation of the Declaration's principles with the people, communities, and organisations of Greater Manchester

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

What are we already doing?

Information policy in Greater Manchester has been developed independently within organisations, for a long time without a coherent, city-region approach. This has changed with the creation of the Greater Manchester Information Board. Originally designed to bring together information practitioners – data users, IG leads and digital practitioners – the Board has since developed to encompass a wider range of public, private, academic, and third sector members. It also has a focus on developing and delivering the Information Strategy. It does this through providing system leadership; championing and supporting a strategic information sharing approach; and identifying and sharing opportunities for information strategy-related activities to be aligned. This activity is further supported by a lead Chief Executive from one of the ten local authorities in Greater Manchester, and by a Council leader, acting as portfolio holder.

What will we do?

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Engage with more communities and groups on information policy and governance

We will proactively engage with more communities in Greater Manchester on information policy and information usage that affects them. We will lay out expectations for when organisations should consult with, engage, and discuss their approaches to data, and make more of the existing community networks and connections in Greater Manchester. Our work will include:

- Developing a set of consultation principles for engaging with the public on various aspects of information policy and governance including a "you said, we did" approach as a follow up to engagement exercises

- Identifying a range of groups who should be regularly consulted and engaged on elements of information policy development – including representatives of our diverse communities, networks, organisations and businesses

- Developing and putting in place a range of engagement events to discuss information policy with the public

- Developing a regular newsletter with case studies for Greater Manchester covering updates in information policy, governance, and strategy

Make information policy governance more inclusive of the people, communities, and organisations of Greater Manchester

We will ensure that more voices are represented and heard in contributing to information policy in Greater Manchester, especially where that policy affects individuals. Our work will include:

- Reviewing and updating the membership of the Information Board, to reflect a broad range of perspectives, groups, and sectors

- Putting in place an annual membership review process for the Information Board, to ensure there is active engagement with communities, and to develop a more inclusive approach to inducting new members

- Creating an induction programme to support Board members fulfil their role on the Information Board

- Creating dedicated communication channels to support the Information Board and its activities

- Working with digital inclusion teams and community groups to understand and co-design options for making information – and information policy governance – more accessible to the digitally excluded

Enhance and strengthen governance

We will focus the activity of the Information Board to ensure there is sufficient overview and insight into areas of information policy, as well as bringing greater advisory support to practitioners through the Information Board. Our work will include:

- Reviewing and revisiting the terms of reference for the Information Board to give it a clearer directive around the Information Strategy, advice, facilitation and support

- Exploring the development of sub-groups for the Information Board, including focusing on activity around public sector data, open data, artificial intelligence, and inequalities

- Inviting a wider range of stakeholders to share their work at open Information Board meetings

- Exploring the enhancement of impact assessments for policy developments to consider data, information, and ethics requirements

- Developing an annual 'forward look' for the GM Information Board to identify important trends and areas of focus for the year ahead, made open to the public

- Identifying individual Information Board members to act as leads on particular priorities within each year

- Developing networks for Senior Information Risk Owners (SIROS) and Caldicott Guardians across GM with the aim of enhancing and supporting governance

- Identifying potential membership of, and developing a GM Chief Data Officers Group, open to Chief Data Officers and similar roles, to share best practice across the public, private, academic, and third sectors

- Working with partners from the public, private, third and academic sectors to support the implementation of the Data components of the Devolution Trailblazer deal for Greater Manchester – including setting up a Local Chief Data Officer Council, engagement with the National Chief Data Officer Council, and developing a new Data Partnership

- Regularly review of Information Strategy activity work through elected portfolio lead

- Continually reviewing the passage through Parliament of the Data Protection and Digital Information Bill and any implications this may have on this delivery plan

Developing and communicating information policy

We will provide clearer, more consistent explanations of information policy to the people, communities, and businesses of Greater Manchester. These will seek to engage residents and policymakers, support greater understanding and involvement, and explain how information policy might affect people's lives. Our work will include:

- Co-creating a series of plain English summaries of the Information Strategy, and actions under each Mission, with the people and communities of GM

- Co-creating a series of plain English summaries of information policy decisions in Greater Manchester, and how this affects people's lives, with the people and communities of GM

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

What are we already doing?

GMCA and public sector partners have collaborated on the development and deployment of a Data Protection and Information Governance Apprenticeship. In addition to defining the elements of this apprenticeship, public sector organisations have also collaborated in jointly offering a range of places, where apprentices will gain experience in working across a number of organisations.

Google Digital Garage offers a range of courses on working with data, organisational leadership, and data management. These can be accessed online, for free, and can complement activity and skills development internally around good information management.

Through the Greater Manchester Public Sector Information Governance Group, regular knowledge sharing sessions take place. The training offered by each organisation is shared and where possible, joined up procurement initiatives are undertaken.

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What will we do?

Enhance training and development around information management, sharing and use

We will work with employment and skills leads, partners, and organisations around the city region to ensure a more consistent and joined up approach to training and skills development when working with information. Our work will include:

- Continuing to support the Information Governance Apprenticeship and promoting this across Greater Manchester

- Exploring the development and implementation of a joint apprenticeship and/or graduate scheme on data analysis

- Co-designing and implementing an agreed approach to procuring the provision of IG training and development across Greater Manchester organisations, where there is significant value in doing so.

- Developing a capability gap analysis approach for key competencies in information management, sharing, and use at a foundation, practitioner; specialist and executive levels.

- Exploring IG professional development with NW employers and other IG Associations such as International Association of Privacy Professionals, the Association for Intelligent Information Management, and Leadership Through Data

Improve the use of data by organisations across the city region

We will aim to change the culture around data management and use, to consider how information can be used as an important asset to support the people, communities, and organisations of Greater Manchester. We will encourage the use and re-use of data, sharing skills and approaches, and the coordination of activity to reduce duplication of effort. Our work will include:

- Encouraging the coordination of research and analysis activity across Greater Manchester after major data releases, such as Census and Indices of Deprivation

- Encouraging the use of reproducible analytical pipelines, making these open for organisations across Greater Manchester to re-use, and making it easier to reproduce analysis.

Create new opportunities to connect and share good practice

We will bring together groups to network, share and adapt best practice, and learn from one another. Our work will include:

- Continuing to support the Analyst Network with a minimum of three sessions per year, bringing together analysts and those working with data from the public, private and third sector.

- Encouraging the wider engagement of organisations from the public, private, and third sector with the Analyst Network

- Building upon and developing new opportunities to work with academics, especially around Knowledge Transfer Partnerships, to enhance good information asset management.

- Continuing to support and enhance the Public Sector Information Governance Group, utilising the group to enable joint working, shared learning and a collective GM industry response to relevant policy developments and large-scale programmes of work

- Encouraging wider engagement from multiple sectors with the social housing providers through the GM HP Data and IG Group

- Working with the Chamber of Commerce and other business groups to develop an information governance and insight forum for businesses in Greater Manchester

- Working with GMCVO to encourage the further development and engagement with the information governance group for the community, voluntary, faith, and social enterprise sector

- Developing a new Public Sector Data Forum, for data producers in the public sector to share best practice and approaches.

Develop and implement information management standards, guidance and support

We will support all organisations in Greater Manchester to improve the management of information with the development of standards, guides, toolkits, and other forms of support. These will help to ensure greater consistency, support organisations that may not have the resources or capacity to start from the beginning, and encourage closer working together on joint issues. Our work will include:

- Encouraging the use of the government's data maturity assessment which aims to provide a GM baseline and areas of focus

- Exploring the development of a consistent training programme for Information Asset Owners and Information Asset Administrators.

- Exploring how information management practices could be included within individual performance reviews, including key competencies for certain roles

- Exploring how information management approaches could be included within recruitment practices

- Encouraging the reporting of information governance performance within appropriate business annual reports and accounts, business plans, or reviews

- Developing a toolkit to support small and medium sized enterprises with good information management

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

What are we already doing?

Partners across Greater Manchester are delivering a Data Accelerator project, aimed at bringing together information about families and their engagement with public services. To ensure that information is shared securely, and that people's information rights are protected, Greater Manchester organisations have developed the Digital Platform. The Platform is composed of a series of digital solutions, including access management to ensure that only those allowed to access data are given that access; a tool to match up data from different organisations, and ensure that information about residents is correct and accurate; and information security elements to keep people's information safe and secure.

Pan-GM projects have also elicited the need for consistent data schemas. The Places for Everyone plan, a joint local plan of nine local authorities, requires a variety of geospatial information on a consistent basis across multiple local authority areas. One of these datasets – showing the land likely to be developed for housing – is collected

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by local authorities in different ways. As part of the work, local planning authorities were brought together to design a set data schema that could be met by all authorities. This data schema is now in place and used annually to make information on future developments open for all to use.

What will we do?

Develop, agree, and implement information standards

We will encourage the development and adoption of information standards and schemas that make information more interoperable and reusable. These standards will aim to cover data schemas (what information is in each dataset, and how data should be organised), metadata (explaining the data within datasets), and formats (the types of files, or ways to access information). Our work will include:

- Developing and setting up a standards board for information, exploring and recommending data schemas, metadata standards, and suggested formats for organisations in Greater Manchester

- Identifying and adopting a range of principles to identify which types of datasets would benefit from developing an agreed data schema

- Identifying a range of datasets produced by organisations in Greater Manchester where no data schema currently exists, but where a consistent data schema would improve the ability to collate and compare information

- Exploring the development of consistent data schemas for commissioned services, and how these can be aligned across Greater Manchester

- Identifying a range of existing data schemas that would be beneficial to adopt across Greater Manchester

- Trialling and exploring the implementation of data schemas in thematic areas suggested by the Local Data Review

- Engage and support the Energy Providers Working Group

Improve and utilise digital infrastructure to better manage, share, and use information

We will work alongside Digital colleagues in helping to deliver the Digital Blueprint, especially in areas where increasing information sharing, better information management, or wider, responsible, and ethical use of data is required. We will support the development of digital infrastructure to ensure it provides secure environments, protects people's information rights, and explores new opportunities with information. Our work will include:

- Working with Digital colleagues, and aligning with the Digital Blueprint, to support the development of a Technical Design Authority

- Exploring the use of existing digital tools which aim to promote a consistent secure, lawful and safe way to share information between organisations

- Supporting from an information management perspective digital developments to provide free or low cost access to digital connectivity

- Exploring opportunities with Digital and IT colleagues for using digital infrastructure / platforms to create new solutions for information management where currently multiple solutions are procured

- Engaging with, and encouraging the use of secure data hubs, such as the Analytics and Data Science Platform provided by GM ICS, and the NERC Digital Solutions Hub

- Working alongside Digital colleagues to support ambitions for the creation of a 'data mesh' in Greater Manchester, to enable safer, more secure, and better protected data sharing

- Exploring the development of a Chatbot for IG support/ advice

Open up more data to support better use of information

We will encourage new approaches to open data to spur innovation and growth. We will explore how we can make our data more open, findable, and accessible, maturing the open data ecosystem in Greater Manchester.

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- Set a baseline to open data publications (based on key priority areas) to at least a 3 star basis[3], and get agreement from all 10 local authorities at a minimum to implement this

- Explore the use of the Open Data Maturity Model developed by the Open Data Institute, and the associated Open Data Pathway to identify further open data actions

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[3] 5-star Open Data (5stardata.info)

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

What are we already doing?

The Greater Manchester Public Sector Information Governance Group was developed to share knowledge and to support region wide data sharing initiatives. The organisational members are working to strengthen shared ways of working, policies, and tools to enable effecting information assurance for projects.

The GMCA and TfGM Information Governance service is shared across both organisations, providing a consistent service offering which can embed standardised ways of working. The team provide assurance to major Greater Manchester programmes and projects to embed a framework approach and build consistency in working.

What will we do?

Developing, implementing, and improving information management standards

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We will work with organisations across the city region to support better information management standards. Our work will include:

- Identifying the kinds of support and training small and micro businesses in Greater Manchester have in place around information asset management, with a view to better supporting this activity.

- Exploring how equality impact assessment approaches can be expanded beyond the public sector, and with a view on information asset management and data ethics.

- Identifying and sharing current frameworks available to assess organisational information management approaches.

- Considering funding opportunities for training to support micro and small enterprises in implementing good information management approaches.

- Exploring how research and development funding could be applied to improving information management approaches.

Improving information sharing approaches

We will improve the way information is shared across Greater Manchester, and with Greater Manchester. We will take advantage of the Devolution Trailblazer to provide greater access to information across a range of thematic areas. Our work will include:

- Setting up a Data Partnership with central government and partners to reduce barriers to accessing information about Greater Manchester, and support wider devolution deal activities.

- Exploring existing options for jointly procuring and utilising a single information sharing platform across public sector organisations

Improving information governance services through enhanced networking, peer learning, and sharing best practice

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We will explore how organisations can work together to learn from one another and reduce costs while implementing good practices. Our work will include:

- Exploring a network-based series of 'drop in' sessions to provide IG guidance and share best practice

- Bringing together public, private, and third sector organisations into a single Information Governance network, supported by a shared online space hosting IG toolkits, frameworks, templates and other support

- Co-developing with organisations and IG professionals an inter-organisational shadowing and mentorship programme

- Exploring the feasibility of a 'What works' centre for information governance, data ethics and trust

- Exploring opportunities for expanding shared services models for Information Governance across the city region

Strategy wide actions

What are we already doing?

The Greater Manchester Information Board provides advice, guidance, and leadership on information policy in Greater Manchester. Bringing together professionals across a range of disciplines, it seeks to join up activity in areas as diverse as information governance, digital, health, academia, research, and civil society. The Board's activities are based around the Information Strategy, and the Board will be the driving force behind this Delivery Plan.

The activity of the Board, its members, and the wider information ecosystem is supported by a range of networks and groups that seek to bring together professionals covering aspects of information management, sharing, and use. These include, but are not limited to, the GM Public Sector Information Governance Group, the GM HP Data and IG Group, and the Analyst Network. Each of these groups' activities contribute towards sharing best practice, encouraging consistency in approaches, and informing new ways of working.

To support implementation of the Delivery Plan, the GM Information Governance Change Programme has also been developed and is delivered through the GMCA's Information Governance team. The team is already underway with significant organisational change projects across the GMCA and TfGM, along with supporting key Greater Manchester wide initiatives.

What will we do?

Regularly review and update the delivery plan

We will report on actions in the delivery plan to the Greater Manchester Information Board and Wider Leadership Team on a quarterly basis, with reports made openly available online. These reports will cover the actions taken across Greater Manchester, progress made on actions, key activities, and spend on existing work.

We will review the strategy and the delivery plan on an annual basis.

Create a communications and engagement strategy for the Information Strategy and Delivery Plan

We will develop a single communications and engagement strategy that seeks to bring together communications activity listed throughout the plan, as well as providing an overarching approach to communications and engagement. Each priority area will have its own communications plan, with objectives and key messages.

Develop and agree a funding plan

We will identify funding available to deliver actions within the Delivery Plan. Not all actions will require specific funding, some may require small scale seed funding, and others may require longer-term funding. This funding plan will be updated and reviewed on an annual basis.

Develop and agree an activity timeline

We will create an activity timeline, setting out expected timescales for activities identified in this Delivery Plan over the course of the next year. This will be a primary mechanism for the Information Board to provide oversight of activities across Greater Manchester. The activity timeline will be reviewed and updated quarterly, giving a four-quarter forward view.

Identify, measure, and monitor a series of indicators to show progress on the delivery plan

We will create an 'outcomes framework' within six months of adopting this delivery plan, that identifies the indicators we will continually measure. These measures will be reported on regularly, and will be made open to the public.

Continually review and share existing activity across Greater Manchester

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We will utilise the Greater Manchester Information Board meetings as a collaborative opportunity to identify and share existing activity across a range of information policy thematic areas – such as open data, data ethics, information sharing, information asset management, data use, and data collection.

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Priority areas of work for 2023/24

Identifying priorities for 2023/24

It is important to set out some of the main activities that should begin in the first year of implementation – 2023/24. To do this, GMCA has used the workshops delivered by Open Data Manchester to identify key areas of focus. These sessions identified three key, high priority areas of work: community engagement, better use of data, and enhancing and strengthening governance. It was therefore considered important to begin with these three priorities in 2023/24.

In wider conversations, and reflecting the missions of the Information Strategy, implementing data ethics has also been identified as a current priority for Greater Manchester. A number of key factors have influenced this decision:

- The GM Information Board and the GMCA has had considerable engagement with the Centre for Data Ethics and Innovation;

- GMCA is a signatory of the Declaration for Responsible and Intelligent Data Practice;

- There has been broad support for Citizen-Led Security Standards, which brings in elements of data ethics and trust;

- The Centre for Data Ethics and Innovation has reviewed automated decision-making processes currently utilised in the GMCA; and

- Artificial intelligence, automated decision making, and advanced algorithmic usage are becoming core issues in the management and use of information.

With data ethics becoming an important and growing area of focus for Greater Manchester, it is suggested that this forms the fourth priority area for activity in 2023/24.

In conclusion, the four priority areas for activity in 2023/24 are:

- Community engagement

- Better use of data

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- Enhancing and strengthening governance

- Implementing data ethics approaches

Community engagement

Closely linked with elements of accessibility, communication, and inclusivity, focusing on better communication and engagement can help us to form a basis of good relationships and trust within communities in Greater Manchester. Deliverables aligning with this priority area include:

- Improve accessibility, communication, and signposting of information (Mission 1)

- Communicate information rights (Mission 1)

- Widen community engagement in developing information policy and practice (Mission 1)

- Engage with more communities and groups on information policy and governance (Mission 3)

- Make information policy governance more inclusive of the people, communities, and organisations of Greater Manchester (Mission 3)

- Developing and communicating information policy (Mission 3)

- Create new opportunities to connect and share good practice (Mission 4)

- Improving information sharing approaches (Mission 6)

- Networking, peer learning, and sharing best practice (Mission 6)

Better use of data

The public, private, and third sectors in Greater Manchester hold a wide variety of information – both personal data and non-personal. Better approaches to using this data, especially in opening more information up for use, can help to do new and

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innovative things that support the people, communities, and businesses of Greater Manchester. Deliverables aligning with this priority area include:

- Open up more data (Mission 1)

- Responsibly and ethically make better use of the data we hold (Mission 2)

- Improve the use of data by organisations across the city region (Mission 4)

- Open up more data to support better use of information (Mission 5)

Enhancing and strengthening governance

Information policy has long been an area with limited scope for work at a local level. However, with the new Devolution Trailblazer, and with increasing use of new technology and large datasets to support local activity, strong and reliable governance becomes ever more important. Ensuring this governance has the right oversight, and the right membership, is critical to providing a balanced and inclusive approach to information policy in Greater Manchester. Deliverables aligning with this priority area include:

- Widen community engagement in developing information policy and practice (Mission 1)

- Engage with more communities and groups on information policy and governance (Mission 3)

- Make information policy governance more inclusive of the people, communities, and organisations of Greater Manchester (Mission 3)

- Enhance and strengthen governance (Mission 3)

- Improving information sharing approaches (Mission 6)

Implementing data ethics approaches

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It is increasingly important to ensure that data ethics is embedded within the work of our information ecosystem. This is critical to maintaining and fostering trust; supports responsible use of information; and enables stronger governance. Embedding data ethics requires the right skills, behaviours, tools, infrastructure and information management processes to work correctly, and to allow data users to do the right things with information. Deliverables aligning with this priority area include:

- Responsibly and ethically make better use of the data we hold (Mission 2)

- Explore, implement, and improve approaches to data ethics (Mission 2)

- Enhance training and development around information management, sharing and use (Mission 4)

- Develop and implement information management standards, guidance and support (Mission 4)

- Developing, implementing, and improving information management standards (Mission 6)

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Measuring success

A key strategy-wide action for the Delivery Plan is the creation of a monitoring and evaluation framework. This framework will establish the indicators – at a regional and project level – that will be reported regularly to the Information Board. This outcomes framework will be made open and reported to the Information Board on a quarterly basis.

As projects are initiated as part of this delivery plan, the success factors and impacts will be established. These are likely to differ from project to project. However, three key metrics that will be tracked as part of the funding granted to the delivery plan are:

Metric	Anticipated Impact
Successful procurement and roll out of data sharing approach.	Ability to set up data shares once for GM across multiple partners and sectors.
Clearly defined priorities across the principles and missions of the strategy.	Informed programme of cross organisational delivery impacting in areas of trust and ethics; responsible use of data; data protection; open data; information policy governance; information sharing and use infrastructure and tools; and information asset management and related information use skills.
Organisational maturity in Information Asset management	Clear and consistent information held about what information and data is held by GM organisations.

Indicators, metrics and assessment of progress against the Delivery Plan will be made available to the public, and to governance groups, to accurately monitor and measure the delivery of the Information Strategy. This outcomes framework will be made open and reported to the Greater Manchester Information Board on a quarterly basis.

Funding

As part of this Delivery Plan, Greater Manchester Combined Authority will develop a funding plan on behalf of the Information Board to support the activities of the Delivery Plan. This will be taken to the Greater Manchester Information Board for discussion and agreement.

The GM Information Strategy Delivery Plan has a budget of £280,000 for the financial year 2023/24. This funding is required to:

- Develop and maintain capacity to deliver against the programme plan;

- Bid for further funding and deliver joint projects for Greater Manchester;

- Undertake research, horizon scanning, and analysis;

- Manage, establish, and maintain information networks, connections, groups, and governance structures, including but not limited to:

  Greater Manchester Information Board

  Greater Manchester Public Sector Information Governance Group

  GM Analyst Network

  Caldicott and SIRO networks.

  Industry and academic partnerships and networks ;

- Develop and implement an effective communication strategy;

- Develop and procure through framework agreements relevant Greater Manchester-wide tools / ways of working to support Information Strategy Missions;

- Manage a programme of change across Greater Manchester;

- Engage with and enhance associated GM-wide and national strategies and delivery plans, such as the GM Digital, Data and Technology Strategy, and the National Data Strategy; and

- Support the joint apprenticeship GM-Cohort for DP and IG.

The key benefits to be achieved from this funding are:

- Enhanced collaboration between GM Districts and wider partners to gain economies of scale;

- Efficient use of resources and capacity to deliver research, metrics, communications, and delivery workstreams;

- Ability to create and deliver mission-based approach across the public, private, and CVSE sectors;

- Organisational maturity in Information and Data Asset management will be accelerated supporting cross cutting aims and ambitions of the Greater Manchester Strategy and all other related strategies;

The Change Programme and funding is monitored via the Greater Manchester Information Board chaired currently by Alison McKenzie-Folan and will be supported by a Delivery steering group.

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Governance

The GM Information Board has oversight of the delivery plan budget and is responsible for driving the GM Information Strategy across the Greater Manchester region. Progress on the delivery plan will be reported into the GM Information Board on a quarterly basis, including updates to the activity timeline and funding plan. This will be done through the GM Information Governance Change Programme. In addition to this, on a quarterly basis a report will be submitted to the Wider Leadership Team (WLT) – a governance group comprising public sector Chief Executives from across the city region – on the delivery plan progress.

On an organisational level, the GMCA and TfGM Information Governance Boards are responsible for ensuring that the organisational change projects which support the overall delivery of the strategy are supported and held to account. These boards meet monthly and relevant projects are reported on.

Diagram of reporting:

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