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# Information Strategy Delivery Plan

Consultation on delivery plan

October 2022

## Introduction

The Greater Manchester Information Strategy was adopted in January 2022 by the Greater Manchester Combined Authority, and the leaders of the ten districts of Greater Manchester. The Information Strategy sets out a vision for the future of information in Greater Manchester:

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.

To realise this vision, the Information Strategy needs to develop a delivery plan – a plan that says what we are going to do as a city region with our information, tackling our most serious information challenges, and realising the full potential of our information.

This document sets out the context of the main missions of the Information Strategy, and invites responses from everyone to understand:

* **What foundations should we be laying, or repairing?** What do we need to get right, or fix, as a basis for better management, sharing, and use of information in Greater Manchester?
* **How can we build on these foundations?** What actions do we need to take to support Greater Manchester to move towards a frontier-facing city region that provides opportunities to do new things with information?
* **What frontiers can we push to deliver a better information ecosystem?** What novel approaches, technology, or opportunities does Greater Manchester need to put it at the forefront of the United Kingdom’s information ecosystem, with a strong information economy, information society and information environment? How can we push the frontiers of what we do in an ethical, considered way?

## About this consultation

### Who is this consultation for?

This consultation is open to everyone over the age of 13. We are interested in views from as wide a range of people, communities, and businesses as possible.

### How long is this consultation open for?

The consultation will be open from October 5th to November 30th at 11.59pm.

### How is this consultation structured?

The consultation questions are based around the six missions identified in the [Greater Manchester Information Strategy](https://www.greatermanchester-ca.gov.uk/what-we-do/information-strategy/greater-manchester-information-strategy/). Each section of this document gives you some detail about the challenges and opportunities being faced, and then asks a series of related questions. There are 45 questions in total as part of the consultation. In addition, on the online consultation, there are questions about your response, and some questions to help with our diversity and inclusion monitoring.

There is only one mandatory question online, which is to confirm that you are over the age of 13. If you are 13 or under, your consultation response will be deleted.

If you are responding to the consultation by writing or email, then there is a separate document with questions covering how you are responding (as an individual, or on behalf of a group or organisation), and some questions on diversity and inclusion monitoring. The only question we would need answered, if responding by email or writing, is whether the respondent is over 13 years old. All other questions are completely voluntary, as are the questions in the consultation. You can download the additional questions alongside this document on GMConsult.

### How can I respond?

You are welcome to answer as many or as few questions as you like. You can respond to the consultation in several ways:

* Visit gmconsult.org and respond to the consultation online.
* Write to us at:

Information Strategy

Information Governance Team

GMCA

Tootal Buildings

56 Oxford Street

Manchester

M1 6EU

Unfortunately, we cannot accept responses from individuals aged 13 and under. If you are writing to us, or sending an email, please ensure that you identify if you are over 13 years of age, and whether you are responding as an individual, or an organisation.

### What is the best way to respond?

It is up to you how you choose to respond to the consultation. However, handwritten or mailed responses will take longer for us to process – we will need to type them out to analyse them properly, which takes more time than emailed responses, or those submitted online.

If you are submitting a response – written, online, or otherwise – there is no requirement for you to answer specific questions in any order. However, if you are responding by writing, or by email, please identify the question you are specifically responding to with each answer. This will allow us to analyse responses quicker.

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

Our primary mission in the Information Strategy is to foster trust. We want the people, businesses, and communities of Greater Manchester to trust in organisations and institutions that use information, especially the public sector. And we also want to instil a level of trust in how these organisations use information. This requires a greater degree of transparency in Greater Manchester, about our institutions, and about how we manage, use, and share information.

#### Consultation questions

1. The first mission is primarily about fostering trust through transparency – for example, making information about organisations and what we do available openly online. What actions do you think Greater Manchester should take to increase trust and transparency?

### Trust in organisations

A relationship between organisations, individuals and communities built on a solid foundation of trust can be more effective. For the public sector, this means that residents are more likely to work with public services for their own, and others’ benefit. For businesses and community groups, it also means the potential to deliver better services, and more customer engagement.

#### Trust in the public sector

Recent surveys have shown that the people of Greater Manchester consider some organisations more trustworthy than others. It is intuitive that people may trust organisations perceived as providing a service or a benefit (e.g., a GP, NHS, fire, and rescue services), compared to organisations that may impose perceived punitive measures (e.g., police, courts, HMRC). That has two implications: we need to improve the levels of trust in all our institutions; and we need to maintain levels of trust in some of our more trusted organisations.

#### Trust in other organisations

The Information Strategy is about fostering trust across all organisations, not simply those of the public sector. Private, voluntary, community and faith sector partners all manage, share, and use information in separate ways. For everyone to see that Greater Manchester is a leading digital city region with a better information ecosystem, all partners and organisations need to play a role.

Public sector partners can have a significant impact on this. Through encouragement, we can support businesses to become more socially responsible, or more transparent. Through using our buying power, public sector organisations can leverage the support of all partners to make Greater Manchester a trusted city region. There are many examples of encouraging positive behaviour from local organisations, including the [Good Employment Charter](https://www.gmgoodemploymentcharter.co.uk/), which encourages businesses to do more to support good employment. Similarly, the national [Workplace Wellbeing Charter](https://www.wellbeingcharter.org.uk/) encourages businesses through awards and recognition.

#### Consultation questions

1. While some research has been conducted on understanding levels of trust, it is not clear which organisations are most and least trusted, and how this level of trust changes over time. What does Greater Manchester need to do to better understand the levels of trust people have in our organisations?

### Trust in the use of information

However, trust in organisations alone does not mean that people trust their processes and approaches. Trust in organisations that use information is more likely an indicator of trust in aims or outcomes, or trust in the management and storage of information. This divergence in trust is more likely to increase when information use is not transparent (for example, when it is not clear how organisations use information to decide an outcome, or how information will be used in future), and when information use is complex or uses automatic decision-making (for example, using an algorithm to decide an outcome).

**Example: Department for Education**

While people may implicitly trust HM Government and the Department for Education to set education policy, this does not mean that people trust their use of information. In 2020, the Department implemented an automatic decision-making system that calculated the grades of students who were unable to sit their exams due to COVID. People did not trust the outcome because the methodology and approach used were not trusted. The Department agreed to rescind the calculated grades and revert to teacher-assessed grades.

The people, businesses, and communities of Greater Manchester need to trust not only the institutions and organisations that use information, but also how they use information. For example, is information used to make automatic decisions, or to deliver services, or to identify people who might need our help?

Fostering trust therefore encapsulates both fostering trust in organisations that use information and fostering trust in the approaches that these organisations use. The Greater Manchester Information Strategy sets out the need to act ethically and responsibly with information. A number of local and national standards and tools have been developed to support organisations to do this, including [the Open Data Institute’s *“Ethics Data Canvas”*](https://theodi.org/article/the-data-ethics-canvas-2021/), and [Open Data Manchester’s *“Declaration on Responsible and Intelligent Data Practice”*](https://declaration.org.uk). Tools like the [NHS Data Security and Protection Toolkit](https://www.dsptoolkit.nhs.uk/) also allows organisations to assess themselves against the [National Data Guardian’s *“Data Security Standards”*](https://www.dsptoolkit.nhs.uk/Help/Attachment/24), and to show that they can be trusted.

#### Consultation questions

1. Understanding trust in institutions alone does not mean that people trust the use of information. What actions should Greater Manchester take to understand the public perceptions of the use of information?
2. Several standards and self-assessment tools are available to indicate both organisations’ intentions and organisations’ approaches to their use of information. What standards or approaches should Greater Manchester adopt to show that it is acting responsibly with information? Should Greater Manchester consider developing a new standard to show ethical and responsible data use?

### Transparency

Transparency is a characteristic of organisations, and it is an important aspect in fostering trust. It is about being as open as possible, but as closed as necessary. There are many reasons why information and organisations should not be released openly, such as personal information, commercially sensitive data, security information, or political discussions.

However, this also leaves room for openness and transparency. This can mean being open in a variety of ways, including:

**Openness of information** – making information open in a way that is QFAIR: excellent quality information; that you can readily **find;** that is **accessible;** that can be used in different systems or with other information making it **interoperable;** and ensuring it can be **re-used** by others.

**Openness of institutions** – this involves making information about organisations open, as well as fostering a culture of openness within those organisations. Open information could include information such as financial data, operational information, land and property data, and other data required by law or regulation. It is important that open information is supported by a culture of openness within an organisation, so that organisations are actively transparent, rather than being transparent only through Freedom of Information requests, or when required to be open by law.

**Openness of processes** – explaining processes and rules are important in ensuring decision-making is more transparent. This may include livestreaming and sharing executive meetings or decisions; making policies open to the public; and explaining how an organisation develops and implements artificial intelligence or algorithms.

#### Consultation questions

1. Transparency requires greater openness with its information – including information on organisations, processes, decision-making. What information should Greater Manchester organisations make openly available and why?
2. Transparency within organisations also requires a degree of transparency from partners and suppliers. Open information is more valuable when it is combined and compared with other information. What actions can Greater Manchester organisations, particularly those in the public sector, take to encourage greater trust and transparency amongst partners and suppliers?

### Measuring the success of this Mission

The main outcome of this mission should be an increase in both trust and transparency across Greater Manchester’s organisations and institutions. We could measure this in several ways. The most obvious ways are:

**Direct measurement** – it would be difficult to understand trust individually, but we could use surveys to estimate levels of trust for different organisations or types of organisations. Similarly, we could calculate or index levels of transparency through organisations meeting certain criteria. The [Open Data Barometer](https://opendatabarometer.org/), for example, looks at national datasets released, and rates governments on the openness of these datasets.

**Indirect measurement** – we could use proxy measures to understand trust and transparency. These might include, for example, using levels of engagement with organisations as an indicator of levels of trust.

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

### Responsible and ethical use of information

While Mission 1 also focuses on the overall management and sharing of information to foster trust, Mission 2 is specifically about its use. We believe that the use of information should be guided by a responsible, and ethical approach. That is, we should consider the means, the method, the output, and the outcomes of our use of information. Similarly, we need to balance this with a responsible approach – just because something is ethical does not mean we should do it.

Open Data Manchester’s [*Declaration for Responsible and Intelligent Data Practice*](https://www.declaration.org.uk/declaration) sets out 23 principles on which a more responsible approach to data practice can be built. Partners in the public, private and third sector co-designed the Declaration, and signatories include Bolton Council, Wigan Council, Greater Manchester Combined Authority, and the Co-op. This is one of several examples of how organisations can show commitment to responsible and ethical use of data. The next steps for the declaration are focused on implementation and how organisations can show their continued commitment.

#### Consultation questions

1. This Mission is about promoting and maintaining the responsible and ethical use of information. What actions do you think we should take to promote responsible and ethical use of information?
2. How might we maintain responsible and ethical use of information across Greater Manchester?

### Encouraging right action and discouraging bad action

We want to encourage the right action within Greater Manchester. The right action would be those actions that encourage a more considered, ethical, and responsible approach to using data. Ideally these would be based around a series of principles that organisations sign up to, implement, and openly share. This would aim to cover all organisations working with information in Greater Manchester.

Similarly, we would seek to discourage bad action – for example, using data unethically, or not acting in a responsible manner when managing, accessing, or using information. For Greater Manchester to be seen as a trusted city region, we need to ensure that we are both encouraging good work and good business and discouraging poor behaviour.

Part of the answer to this lies in transparency – the willingness of organisations to be open, and to develop an open culture. This could be achieved by encouraging organisations to open up more information, and to change internal policies to focus on being as open as possible, and as closed as necessary. This in turn can support wider trust within the city region, of the businesses and organisations that use information.

#### Consultation questions

1. Several Greater Manchester organisations are signed up to the Declaration for Responsible and Intelligent Data Practice. Should Greater Manchester encourage more organisations to sign up to this work as well?
2. The Declaration for Responsible and Intelligent Data Practice is one example of a series of principles that Greater Manchester has signed up to, to show what we are focused on. Are there other principles, charters, or good practice that Greater Manchester should consider implementing?

### Measuring the success of this Mission

This Mission’s success is predicated on understanding what good, responsible, and ethical decision making looks like. The Declaration on Responsible and Intelligent Data Practice is one example of this and articulates a series of principles on this very issue. One way that the success of this Mission could be monitored is through increased sign up to the Declaration from organisations across Greater Manchester.

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?
2. How might we best measure responsible and ethical use of information in Greater Manchester? Should proxy indicators – such as changes through implementing principles or charters – be used?

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

### Current governance

The Information Strategy is governed through the Information Board, a non-statutory board of public, private and third sector partners. The board currently has no decision-making powers, and its members provide their time freely in an advisory capacity.

The Board is jointly chaired by Alison McKenzie-Folan, chief executive of Wigan Council; and Roger Prudham, Clinical Director and Caldicott Guardian at Pennine Acute NHS Trust.

As can be seen below, the Board and its sub-boards are evolving to link into the widening scope of the Information Strategy. But more can be done.



As the Information Board has no decision-making powers, the Greater Manchester Combined Authority adopted the Strategy in February 2022.

#### Consultation questions

1. The Information Board currently exists as an advisory board. Should we seek to make the Information Board a decision-making body?
2. Are there any areas that you feel should be included within the remit of the Information Board?

### Inclusive governance

Part of this Mission is to create a future governance model that works for the Information Strategy, and for Greater Manchester. An integral part of this governance is that it is inclusive. We believe that decisions around the Information Strategy – what it stands for and what it aims to do – should include the people and organisations that are the subjects of the decisions. This includes not only information governance professionals, but also third sector bodies, community groups, and the private sector. For us to truly realise the full potential of information – for making better decisions, delivering better services, innovating, and creating growth opportunities – Greater Manchester needs to ensure that more voices are heard. That is also why this consultation is open to everyone.

#### Consultation questions

1. This Mission is about how information policy is governed in Greater Manchester. It seeks to make the governance of the information strategy, and particularly of information and data approaches, to be more inclusive, including more voices and perspectives on what the priorities are for the city region. What actions do you think can be taken to improve inclusivity in information policy governance?
2. We are seeking to make the governance of the Information Strategy more inclusive. Which organisations or individuals should be a part of our governance structure that currently are not?
3. How else might we make our governance of the information strategy more inclusive?

### Proactive governance

The second major element of this Mission is about being proactive – identifying, understanding, and planning for issues, rather than just responding after the issue has arisen. There are multiple areas where proactive governance can help to plan for future scenarios. These include, but are not limited to, resilience planning, use of artificial intelligence, algorithmic transparency, and autonomous vehicles.

Inclusivity and proactivity go hand in hand. Including a wider group of people to govern the impact and activities that deliver the Information Strategy will also ensure that there is a greater proactive identification of issues before they occur.

#### Consultation questions

1. The Mission also aims to make governance more proactive in identifying and acting on future trends, while not ignoring current and immediate issues. What actions do you think can be taken to ensure governance is more proactive in developing and implementing good information policy for the city region?
2. How can we best balance planning for future issues with responding to the needs of today?
3. Are there particular areas of information policy where a pan-GM approach may be more proactive or inclusive?

### Measuring the success of this Mission

It may be difficult to monitor and measure the inclusivity, or initiative-taking of a governance structure. However, there may be several methods that explore, for example, whether governance actions are considered reactive or proactive, and surveys indicating whether governance actions have helped or hindered the implementation of good information management.

We welcome views on how this Mission in particular might be measured, and what factors of success we should consider.

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

### What is good information management?

Good information management is about more than having an information governance team and policies in place. For Greater Manchester, this is about a culture of good information management – from responsible and ethical researchers and data collectors; through IT professionals focused on reducing the number of IT ‘never events’ that occur; to those using information in an ethical way. It is not just about information governance, but about good practices in collecting, creating, storing, sharing, deleting, archiving, and using information.

To create a culture of ‘good information management’ – an ‘information society’ – a range of activity is required across the spectrum. This includes supporting skills development, enhancing capabilities, and promoting good behaviours in working with information. Importantly, this information society requires the engagement of everyone.

#### Consultation questions

1. This Mission is about the skills, capabilities, and behaviours of good information management. What actions do you think we need to take to improve skills, capabilities, and behaviours around good information management?

### Developing and enhancing skills and capabilities

A range of activities have taken place in Greater Manchester to support better information management skills and capabilities. Public, private, and third sector organisations have implemented training within their own organisations to ensure employees better understand their legal and regulatory responsibilities with information, as well as to better understand policies and procedures in the workplace.

Training is a key element of ensuring staff are motivated and encouraged to address and tackle information management challenges in work – from keeping information secure, to the legal requirements on information. However, more can be done. The NHS Data Sharing and Protection Toolkit encourages training of all staff on a range of information security practices. But in some cases, this approach can be difficult to implement with smaller organisations or distributed teams.

Greater Manchester has also pioneered and implemented the standards for a data protection and information governance practitioner apprenticeship. This apprenticeship teaches apprentices how to provide regulatory and technical advice, and how to provide assurance to key stakeholders and regulators. Again, the aim is to grow the knowledge and skills of individuals beyond those in traditional information governance roles, and encourage people to understand wider roles and responsibilities in information management.

#### Consultation questions

1. The NHS Data Sharing and Protection Toolkit allows organisations to self-assess their behaviours and practices. Should we consider creating a framework to assess security measures and information management culture across Greater Manchester, similar to the NHS DSPT, to support organisations that might not use health data?
2. It is important that all organisations in Greater Manchester – including small to medium sized organisations – can adopt good information management practices and behaviours. How can we encourage and support smaller organisations to take on the right culture and work practices to implement good information management?
3. How should Greater Manchester support organisations – especially small to medium sized enterprises – that find the costs of implementing good information management practices relatively high?

### Information management behaviours

Good information management requires a series of principles or behaviours that form the foundation of the working culture. While there are many suggested behaviours and principles, Greater Manchester has never developed or implemented an agreed set of behaviours.

A newly developed and co-created set of behaviours could help to support Mission 6, in creating a single information governance. It could also be a set, agreed standard as part of Mission 5, as well as helping to foster trust through consistent standards.

#### Consultation questions

1. Greater Manchester does not currently have an agreed set of principles or behaviours that guide good information management. Should we seek to co-create and adopt a set of behaviours?
2. Should Greater Manchester encourage and seek to adopt an already developed set of behaviours? If so, which one(s)?

### Measuring the success of this Mission

We are interested in people’s thoughts on how this Mission can be implemented. This will help to support an understanding of how this Mission can be measured. If a co-created set of behaviours were developed, would the number of organisations adopting these behaviours, for example, be a good indicator of the success of this Mission?

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

### Developing and implementing infrastructure

Greater Manchester has taken great strides in developing the right physical and software infrastructure needed in Greater Manchester to manage, share, and use information. This has included investment in our [Local Full Fibre Network](https://www.greatermanchester-ca.gov.uk/what-we-do/digital/digital-infrastructure/local-full-fibre-network/) to connect more than 1,500 sites across Greater Manchester using full-fibre connections; the [development of One Network](https://www.greatermanchester-ca.gov.uk/news/greater-manchester-seeks-supplier-for-gm-one-network/), to use this full-fibre network to its fullest; and the creation of the [Digital Platform](https://www.greatermanchester-ca.gov.uk/what-we-do/digital/empowering-people/the-greater-manchester-digital-platform-1/), a technology solution that allows data from multiple sources to be pulled together and shared with relevant organisations or individuals, safely and securely.

We need to continue to develop this and ensure that we can build on this success to support our ambitions in Greater Manchester. The work of the public sector’s digital teams, and partnerships with local and national businesses, will continue to make infrastructure development and implementation a success.

#### Consultation questions

1. This Mission is about developing and implementing the right digital infrastructure, tools, and standards to manage and use information properly. What actions should we take to make sure the right infrastructure is in place to manage and use information properly?
2. What infrastructure elements should Greater Manchester consider putting in place to support better management and use of information?

### Developing and implementing tools

Greater Manchester organisations use many tools to manage, share, and use information. For example, [Tableau](https://www.tableau.com/en-gb) and [PowerBI](https://powerbi.microsoft.com/en-gb/) are used across Greater Manchester to visualise interactive dashboards. It is important that we use the right tools for the right jobs. It is also important that tools can interact and use the same information.

Tools need to support the principles and Missions of the Information Strategy. They should seek to support a culture of openness, including making data, information, and analysis open. They should encourage engagement, and ensure organisations hold and share information securely. They should empower the workforce to do the right things with information, as well as do things differently.

However, differences in tools can mean that organisations adopt different standards or approaches. This can lead to a divergence in practice and a divergence in information. For example, there are several tools used to create maps and use spatial data in Greater Manchester. Some of these tools use proprietary data formats, which cannot be read in other applications. That makes the use and sharing of this information across organisations more difficult.

It is important that, when we implement different tools, wider considerations around information management, sharing and use are considered.

#### Consultation questions

1. What actions should we take to make sure the right tools are in place to manage and use information properly?
2. Are there any tools that Greater Manchester should consider using to better manage and use information?
3. What actions can Greater Manchester take to understand the range of tools currently being used across the city region?

### Developing and implementing standards

Standards are important for several reasons, not least as an indicator of quality. Implementing standards can help ensure consistency across Greater Manchester but can show what Greater Manchester aims to be: a trusted city-region.

Information standards broadly fall into three categories: process standards, such as [ISO27001 – Information security management standards](https://www.bsigroup.com/en-GB/iso-27001-information-security/); data standards – for example open data schemas, such as those identified by the [Local Government Association](https://schemas.opendata.esd.org.uk/); and information technology standards, such as the Government’s use of [open standards for exchanging information](https://www.gov.uk/government/collections/open-standards-for-government-data-and-technology#open-standards-for-exchanging-information).

Process standards can help us in our Mission to create a single information governance framework, as well as grow and maintain trust in our organisations. Data standards can ensure consistency, supporting openness and the wider use of data. Information technology standards can enhance security and ensure systems work well together. All three, when acting in unison, can be self-supporting – for example, a standard for a piece of software might help to input data to match a certain data standard.

We need to consider the best approach for developing and implementing these standards – one that is open, fosters trust, and engages the people, businesses, and communities of Greater Manchester. This can help to generate a more open culture and support all aspects of the Information Strategy. We also need to consider the role of standards beyond the public sector – for example, should Greater Manchester advocate for the adoption of certain standards across organisations in the city region?

One suggestion has been for the creation of a Greater Manchester Standards Group. The Group would bring together partners to identify and assess relevant standards that Greater Manchester organisations could adopt; and where those standards do not exist, jointly co-create relevant standards or principles. A lot of work has already taken place in this area, including the [Responsible Tech Collective’s](https://medium.com/responsible-tech-collective) focus on developing citizen-led security standards; and the creation of a [Planning Data Standard by the Greater London Authority](https://www.london.gov.uk/sites/default/files/updated_non_technical_planning_data_standard.pdf).

Crucially, the development and implementation of information-related standards also needs to align with the development and implementation of other standards. This could include, for example, the [Workplace Wellbeing Charter](https://healthatworkcentre.org.uk/wellbeing-charter/), [Greater Manchester Good Employment Charter](https://www.gmgoodemploymentcharter.co.uk/), [Investors in People](https://www.investorsinpeople.com/), or other related standards.

#### Consultation questions

1. What actions should we take to make sure the right standards are in place to manage and use information properly?
2. There are multiple data and information standards available, that can help better manage and coordinate data. Are there any data standards that Greater Manchester organisations should adopt when managing, or releasing information?
3. What digital infrastructure standards should we consider implementing across Greater Manchester?
4. What information management process standards should we consider adopting across Greater Manchester?
5. One aspect of this work is about ensuring consistency of standards. Should Greater Manchester consider the creation of a Standards Group for Greater Manchester, that encourages the use and adoption of various infrastructure, process, and information standards for the city region?

### Measuring the success of this Mission

There are three main aspects of this Mission that are the areas of focus: infrastructure, tools, and standards. In some cases, it may be difficult to define success in this Mission – some aspects of success might only be measured in a binary way, such as whether a standard has been developed or not. However, widespread adoption and agreement to consistent standards and approaches on infrastructure, tools, and standards should be considered good indicators of success.

We welcome considerations on how best to measure success in this Mission, and in particular on how progress in this Mission may be captured.

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

### One information governance framework

A single information governance framework is different from a single team. Information governance teams offer support and ensure organisations meet legal and regulatory requirements around information management and sharing. However, an information governance framework is how these teams act together, as on. It means working together, using the same processes, approaches, and standards. It also means sharing best practice and learning together. The overall aim of this should be that different teams in different organisations, when faced with the same issue, reach the same conclusion.

This Mission aims to support better information management across Greater Manchester, not only in the public sector. While the public sector has set up joint information governance frameworks, such as a joint TfGM and GMCA information governance team, the private and third sector is also making this transition. Housing providers in Greater Manchester meet regularly to discuss Digital and Information Governance issues that affect them all and share best practice on what can be done.

#### Consultation questions

1. This Mission is about ensuring that we have an information governance framework that works together as one. What actions should Greater Manchester put in place to help make this happen?

### Agreed principles and approaches

A core part of creating a shared information governance framework is in creating a consistent series of agreed principles and approaches. This applies as much to existing work as to potential future work, and an inclusive and proactive governance structure can help.

Mission 5 can support this work: developing and implementing the standards and principles required to work together closely.

#### Consultation questions

1. Greater Manchester does not have an agreed set of principles or practices on which to develop a consistent approach to Information Governance. Should it seek to develop these?

### Governance framework implementation

While a single information governance framework for Greater Manchester is different from a single team, we can implement a single framework through creating a single team. This is just one of many potential ways that a single information governance framework can be developed and implemented. The framework could be developed through cooperative working, as a set of standards and principles. It could also be developed as a network of officers who share information and best practice, but without a series of standards and principles being developed.

We are interested in the opinions of Greater Manchester’s people, businesses, and communities on the best method for implementing a joint information governance framework.

#### Consultation questions

1. How should Greater Manchester seek to develop a closer relationship between information governance professionals – in professional bodies and across organisations – to support more consistent approaches?

### Measuring the success of this Mission

We welcome recommendations for understanding the success of this Mission. Any proposed indicators would need to be specific and help to define what a joint information governance framework looks like in practice.

#### Consultation questions

1. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

## Further information

#### Consultation questions

1. Please provide any further responses you feel are necessary for this consultation on the Greater Manchester Information Strategy.

## Annex A: Full list of questions

The following is a full list of questions for the consultation, separated by the sections with which they are associated.

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

1. The first mission is primarily about fostering trust through transparency – for example, making information about organisations and what we do available openly online. What actions do you think Greater Manchester should take to increase trust and transparency?
2. While some research has been conducted on understanding levels of trust, it is not clear which organisations are most and least trusted, and how this level of trust changes over time. What does Greater Manchester need to do to better understand the levels of trust people have in our organisations?
3. Understanding trust in institutions alone does not mean that people trust the use of information. What actions should Greater Manchester take to understand the public perceptions of the use of information?
4. Several standards and self-assessment tools are available to indicate both organisations’ intentions and organisations’ approaches to their use of information. What standards or approaches should Greater Manchester adopt to show that it is acting responsibly with information? Should Greater Manchester consider developing a new standard to show ethical and responsible data use?
5. Transparency requires greater openness with its information – including information on organisations, processes, decision-making. What information should Greater Manchester organisations make openly available and why?
6. Transparency within organisations also requires a degree of transparency from partners and suppliers. Open information is more valuable when it is combined and compared with other information. What actions can Greater Manchester organisations, particularly those in the public sector, take to encourage greater trust and transparency amongst partners and suppliers?
7. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

1. This Mission is about promoting and maintaining the responsible and ethical use of information. What actions do you think we should take to promote responsible and ethical use of information?
2. How might we maintain responsible and ethical use of information across Greater Manchester?
3. Several Greater Manchester organisations are signed up to the Declaration for Responsible and Intelligent Data Practice. Should Greater Manchester encourage more organisations to sign up to this work as well?
4. The Declaration for Responsible and Intelligent Data Practice is one example of a series of principles that Greater Manchester has signed up to, to show what we are focused on. Are there other principles, charters, or good practice that Greater Manchester should consider implementing?
5. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?
6. How might we best measure responsible and ethical use of information in Greater Manchester? Should proxy indicators – such as changes through implementing principles or charters – be used?

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

1. The Information Board currently exists as an advisory board. Should we seek to make the Information Board a decision-making body?
2. Are there any areas that you feel should be included within the remit of the Information Board?
3. This Mission is about how information policy is governed in Greater Manchester. It seeks to make the governance of the information strategy, and particularly of information and data approaches, to be more inclusive, including more voices and perspectives on what the priorities are for the city region. What actions do you think can be taken to improve inclusivity in information policy governance?
4. We are seeking to make the governance of the Information Strategy more inclusive. Which organisations or individuals should be a part of our governance structure that currently are not?
5. How else might we make our governance of the information strategy more inclusive?
6. The Mission also aims to make governance more proactive in identifying and acting on future trends, while not ignoring current and immediate issues. What actions do you think can be taken to ensure governance is more proactive in developing and implementing good information policy for the city region?
7. How can we best balance planning for future issues with responding to the needs of today?
8. Are there particular areas of information policy where a pan-GM approach may be more proactive or inclusive?
9. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

1. This Mission is about the skills, capabilities, and behaviours of good information management. What actions do you think we need to take to improve skills, capabilities, and behaviours around good information management?
2. The NHS Data Sharing and Protection Toolkit allows organisations to self-assess their behaviours and practices. Should we consider creating a framework to assess security measures and information management culture across Greater Manchester, similar to the NHS DSPT, to support organisations that might not use health data?
3. It is important that all organisations in Greater Manchester – including small to medium sized organisations – can adopt good information management practices and behaviours. How can we encourage and support smaller organisations to take on the right culture and work practices to implement good information management?
4. How should Greater Manchester support organisations – especially small to medium sized enterprises – that find the costs of implementing good information management practices relatively high?
5. Greater Manchester does not currently have an agreed set of principles or behaviours that guide good information management. Should we seek to co-create and adopt a set of behaviours?
6. Should Greater Manchester encourage and seek to adopt an already developed set of behaviours? If so, which one(s)?
7. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

1. This Mission is about developing and implementing the right infrastructure, tools, and standards to manage and use information properly. What actions should we take to make sure the right infrastructure is in place to manage and use information properly?
2. What infrastructure elements should Greater Manchester consider putting in place to support better management and use of information?
3. What actions should we take to make sure the right tools are in place to manage and use information properly?
4. Are there any tools that Greater Manchester should consider using to better manage and use information?
5. What actions can Greater Manchester take to understand the range of tools currently being used across the city region?
6. What actions should we take to make sure the right standards are in place to manage and use information properly?
7. There are multiple data and information standards available, that can help better manage and coordinate data. Are there any data standards that Greater Manchester organisations should adopt when managing, or releasing information?
8. What digital infrastructure standards should we consider implementing across Greater Manchester?
9. What information management process standards should we consider adopting across Greater Manchester?
10. One aspect of this work is about ensuring consistency of standards. Should Greater Manchester consider the creation of a Standards Group for Greater Manchester, that encourages the use and adoption of various infrastructure, process, and information standards for the city region?
11. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

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

1. This Mission is about ensuring that we have an information governance framework that works together as one. What actions should Greater Manchester put in place to help make this happen?
2. Greater Manchester does not have an agreed set of principles or practices on which to develop a consistent approach to Information Governance. Should it seek to develop these?
3. How should Greater Manchester seek to develop a closer relationship between information governance professionals – in professional bodies and across organisations – to support more consistent approaches?
4. It is important that we understand how we are progressing in this Mission. What indicators should we use to show progress on this Mission? Should any of these indicators also be used as a target?

### Further Information

1. Please provide any further responses you feel are necessary for this consultation on the Greater Manchester Information Strategy.