

Manchester City Council Report for Information

Report to: Resource and Governance Scrutiny Committee – 3 December 2019

Subject: GDPR communications update

Report of: City Solicitor and Director of Strategic Communications

Summary

This paper provides a summary of the Council's recent work to communicate with staff on the requirements of GDPR.

Recommendations

The committee is asked to note and comment on the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Zero carbon messaging will be woven into all relevant communications to encourage staff to change behaviour and take action on climate change.
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	All areas of the Council's Corporate Communications service are driven by the Our Manchester Strategy and Corporate plan. The strategy and Corporate Plan messages are woven into all content.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Reports to the Resources and Governance Scrutiny Committee dated 7 December 2017 and 19 July 2018

1.0 Introduction

- 1.1 The General Data Protection Regulation (GDPR) came into force on 25 May 2018. As indicated in the City Solicitor's report to this Committee in July 2018 whilst the fundamental principles of data protection remain largely unchanged, the GDPR introduced an enhanced data protection regime. At its core it brings a 21st century modernising approach to the processing of personal data in the digital age, imposing new obligations on data controllers, such as the Council and (for the first time) data processors - a person who handles information under outsourcing arrangements - as well as expanding the rights individuals have over the use of their personal information impacting people, processes and technology across all business functions.
- 1.2 The GDPR requires organisations not only to show compliance through existence of policies and procedures and staff training but to be able to demonstrate how in each case it has complied with GDPR requirements. It requires accountability at Board level evidencing a 'whole system' ethos in the way the organisation protects, governs and knows its data.
- 1.3 The new legislation puts Data Controllers at risk of fines of up to 20 million euros if they fail to meet GDPR requirements. The Information Commissioner's Office (ICO) has other significant enforcement powers to deal with failure to comply with GDPR requirements e.g. temporary or permanent bans on processing personal data, and mandatory audits.
- 1.4 Although serious fines can be imposed on the Council for non-compliance with GDPR requirements, the importance of GDPR compliance is less about fines and more handling personal information with respect. We'd all expect our personal information to be handled in accordance with the GDPR principles and the same applies to Manchester's residents and their interactions with the Council.
- 1.5 This paper provides an update on communications activity to date and the communications plan for the coming phase of activity.

2.0 Background

- 2.1 As indicated in the report to this Committee in July 2018 work to prepare for GDPR was undertaken by an interdisciplinary team of officers overseen by the City Solicitor as Senior Information Risk Owner (SIRO) for the Council supported Corporate Information Assurance Risk Group (CIARG) which is a group of senior Council officers who support the SIRO in relation to Information Governance (IG) matters including Information Security. Although the Council is at the stage whereby the organisation is overall GDPR compliant, it is recognised that work around GDPR needs to continue to strengthen and reinforce our position.
- 2.2 The GDPR journey therefore continues to be a priority, and the medium to long term objective is that the Council is an organisation which fully embeds effective data governance principles and promotes positive culture around

Data Protection. This should be reflected in everyday behaviours and embedded as business as usual (BAU).

2.3 To ensure GDPR and Information Governance needs in general are subsumed as part of day to day business as usual activity, the following supporting actions have been agreed by CIARG:

- Communications around Information Governance.
- Information Asset Register is maintained and refreshed on an annual basis.
- Review of the structures that deliver IG.
- Refresh of IG training every 2 years.

3.0 Communications - Phase One

3.1 From transacting with residents online, communicating to residents through the e-bulletin, handling staff information and processing sensitive personal information about vulnerable children and adults - most staff in the organisation will have some sort of interaction with data. Therefore, it is imperative that staff understand their role in keeping the organisation compliant.

3.2 An internal communications campaign was developed to support staff awareness of GDPR in the run up to GDPR 'go live' including regular broadcasts, promotion of mandatory e-learning, a refresh of our 'Golden Rules' for handling Personal Information, promotion of our GDPR fact sheets and checklists. Examples can be found in Appendix 1.

3.3 The Council's website, www.manchester.gov.uk was updated to ensure that the following were GDPR compliant, the changes included:

- Any forms collecting data.
- Information on subject access rights.
- Data protection – new, updated information.
- Updated information for privacy messages, T&Cs and cookie policy.

4.0 Evaluation and outcomes for phase one

4.1 Staff were signposted to information and support on the intranet. Following internal messaging, the number of visits to the 'Protecting Information' landing page on the intranet increased by 136%. Staff were also signposted to information and tools on the intranet as part of phase two of the campaign which resulted in an increase in page views of 149% on the monthly average. This increase in page views can also be seen across other intranet pages, such as the tools and resources page, which saw an increase of 227% on the monthly average following recent communications activity.

4.2 A new requirement introduced by GDPR was that all personal data breaches must be recorded, though the Council introduced a central logging system for breaches in late 2014 along with an updated breach management procedure,

communication to staff, and regular reporting to CIARG. So there was already a good awareness of data breaches. However, the number of potential breaches logged and investigated rose significantly from May 2018 showing increased awareness and action by staff. As the table shows, while the number of breaches discovered does vary from month to month the very significant increase has been maintained.

Table 1: Breaches logged pre- and post-GDPR

Month	2017 to 2018	2018 to 2019
June	5	43
July	6	34
August	12	36
September	10	37
October	19	44
November	14	38
December	8	21
January	14	38
February	9	28
March	17	28
April	15	45
May	28	53
TOTAL	157	445

4.2 While the number of data breaches appears high it should be noted that of the 713 breaches logged since GDPR only 11 (1.5%) potentially posed a high risk to the data subjects involved. 54% of breaches were considered 'low risk' and in 8% of investigations it was found that there was actually no loss of control of personal data. These figures suggest high awareness and that staff are regularly identifying and acting on even low level breaches and 'near misses'.

5.0 Communications activity for phase two

5.1 Phase two of the communications campaign builds on the earlier 'Golden Rules Campaign':

- To embed effective information governance principles into business as usual practice.
- Raise awareness of everyone's personal responsibility around Data Protection and Information Governance.
- To promote a positive culture around Data Protection.

5.2 There are also a number of secondary objectives:

- Reinforce 'good housekeeping' practices and direct staff to key points of reference/policies/schedules e.g. the Council's data retention schedule.
- Showcase the wider context of IG and link to wider strategic objectives, for example, the 'Our Ways of Working', effective document management and good practices around information governance.

- Highlight the legislation more broadly and the implications of breaching them.
- Highlight changes to current policy and timescales as needed.

5.3 Communications will be disseminated to staff regularly via a variety of channels, depending upon the message and target audience. Channels include:

Online communications channels (see examples in Appendix 2):

- Intranet
- The Forum staff e-newsletter - every Thursday
- Team Talk - monthly e-bulletin distributed to managers
- The Buzz - monthly Chief Executive's e-bulletin
- Senior Leadership Group emails
- Staff information broadcasts
- Desktop screensavers

Directorate specific online communications channels

- Children's and adults directorate newsletter
- Strategic development and neighbourhood newsletter
- Google groups and hangouts
- Staff networks / groups / champions

Other communication channels

- 'Information Matters' Newsletters
- Notice Boards
- Staff engagement events such as Listening in Action sessions
- About You, team meetings, away days
- Individual service communication channels, such as printed newsletters

5.4 The success of the internal communications campaign will be measured using the following indicators:

- Reductions in breaches
- Breach reporting rates
- Open rates (newsletters, e-bulletins etc.)
- Take up of e-learning
- Numbers that click through to intranet and web links
- Number of page visits/downloads of tools and support

6.0 Next steps

6.1 Regular messages will continue to be rolled out. Where opportunity allows, IG messages will also be weaved into other internal communications messages to further embed IG practices.

6.2 A message matrix has been created by the internal communications team in collaboration with legal services providing messages content for the next 8 months. These messages will be used across all corporate communications channels to raise awareness of GDPR, help staff understand their responsibilities and support the organisation to be a well-managed Council.

6.3 Messages will cover the following key information governance areas:

- Personal Data and its importance
- Subject Access Requests
- Avoid Data Breaches
- Know what to do if collecting personal information
- Data Protection Impact Assessments
- Keeping a record of personal data
- Only keep data for as long as it's needed
- Don't be tempted to sneak a peek
- Keep info safe & secure
- Information on the move
- Work securely online
- Personal Liability
- Reporting Data Breaches
- Data Sharing
- Golden Rules
- E-learning

6.4 Topical messaging will continue to go out on an ad-hoc basis as and when (non-MCC) data breaches are reported in the media to providing learning opportunities and case studies to bring messages to life.

6.5 Communications activity will continue to be reviewed and evaluated on an ongoing basis.

6.6 The IG e-learning will be refreshed next year and promoted to staff once available.

7.0 Conclusion

7.1 The committee is asked to note and comment on the report.