

Executive Team – minutes

6 May 2021

Details of attendees are provided at the end of these minutes.

1. Introductions and apologies

All ET members were present.

2. Declarations of interest

There were no declarations of interest.

3. Minutes of the last meeting

The minutes of the last meeting had been approved by email.

4. KPIs and Balanced Scorecard

Discussion

Louise Byers attended the meeting to present a report setting out proposals regarding KPIs and a balanced scorecard for the ICO's performance. She explained that the next step would be to present the draft scorecard to Management Board at the 17 May meeting, then make amendments to reflect any comments from ET and Management Board. Reporting towards the objectives would then begin from the July 2021 Management Board meeting.

Louise Byers explained that significant work had gone into the development of the KPIs to ensure that they did not inadvertently create perverse incentives to meet KPIs at the expense of what might be a better service overall.

ET suggested that it would be useful to consult informally with some of the Non-Executive Directors prior to submitting the report to Management Board.

ET commented on the importance of providing contextual information alongside statistical measures as appropriate, to ensure that there was some nuance to the performance measures when needed. ET also commented that it would be beneficial to benchmark performance against other regulators, domestically and internationally.

ET commented that it was important that objectives reflected organisational priorities. Therefore, it would be important to add additional KPIs as required, based on priorities and risks which emerge throughout the year, rather than this being a static set of KPIs.

ET welcomed this report and praised the excellent work which had gone into it.

Decision

ET supported the report being presented to Management Board, subject to minor amendments discussed at the meeting and any informal feedback from Non-Executive Directors.

Actions

Louise Byers to submit the report to Management Board (due date: 17/5/21)

Louise Byers to update the performance measures so that they are consistent (such as higher scores always being better scores, or deadlines are always being by month rather than quarter) (due date: 3/6/21)

5. Regulatory Priorities

Discussion

James Dipple-Johnstone presented a report setting out proposed regulatory priorities for the next year.

Decision

ET approved the recommendation set out at option 2 in the report.

Actions

James Dipple-Johnstone to amend the report and submit to Management Board for approval (due date: 17/5/21)

6. End-to-end encryption

Discussion

Stephen Almond, Ali Shah and Peter Brown attended the meeting to present a report providing an overview of the current policy landscape and emerging issues relating to end-to-end encryption (E2EE). ET commended the high-quality report.

ET discussed the resourcing challenges which had limited this area of work and noted the benefits in progressing this work through the DRCF.

ET commented that this may be a fast-moving issue, and therefore prioritisation over other existing work may need to be considered.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7. EDI objectives

Discussion

Jen Green presented a report setting out progress towards achieving the ICO's EDI objectives for 2019 to 2022.

In relation to staff diversity targets, Paul Arnold suggested that it may be beneficial to focus on the actions used to improve diversity and benchmarks used for comparison. However, setting public targets may create a perception that achieving the target level of diversity was the limit of the ICO's ambitions in this area, which was not the case.

Claudia Berg explained that the CMA had established a "returners programme" which had been beneficial in recruiting people who had been out of the workforce, particularly women who had left the workforce to start a family. She suggested that the ICO could look into such a scheme.

Decision

ET agreed that the EDI objectives remained appropriate, and the report should be submitted to Management Board for approval.

Actions

Jen Green to submit the report to Management Board (due date: 17/5/21)

8. Update on work of the SLT Boards

Discussion

ET noted a report providing an overview of the work of the SLT Boards over the last quarter.

Paul Arnold explained that he and James Dipple-Johnstone had been discussing alternative ways to provide updates from meetings, including a monthly briefing for managers and video briefings. The aim for this would be to make these updates more engaging and impactful.

9. Any other business

Data Protection Practitioners Conference (DPPC) outcomes reports

Jen Green explained that a lessons learned report from the DPPC would be prepared for Communications and Engagements Board at the end of May, and this would also be provided to Executive Team for information.

Actions

Jen Green to present the DPPC outcomes report to the next ET Formal meeting (due date: 3/6/21)

ET Planning Day – 27 May

Paul Arnold explained that later in the day he was meeting with the facilitator for the ET Planning Day scheduled for 27 May, to discuss the areas of focus for session. He requested input from ET members for any additional areas of focus.

ET agreed that part of the focus should be on ET's working styles, given the new membership of ET. Another focus should be feedback from recent workshops. Elizabeth Denham suggested it may be beneficial to include a discussion of the transition to the new Information Commissioner, although it may be better to delay this until the identity of the new Commissioner was known.

Actions

ET members to provide Paul Arnold with any suggestions for areas of focus for the 27 May ET Planning Day (due date: 6/5/21)

10. Key messages to staff

ET agreed that the key areas to update staff on would also be considered by Management Board on 17 May, so therefore it would be better to provide messages following Management Board.

ET agreed that it would be useful to provide communications to staff on the E2EE issue, particularly given the demonstration that this had of the outward relevance of the ICO's work. ET agreed that this also linked to yesterday's DPPC as it demonstrated the external impact and importance of the ICO's work. ET agreed that internal comms should be sent to all staff highlighting the DPPC and the E2EE work.

Actions

Jen Green to coordinate internal communications of the key messages to staff (due date: 7/5/21).

Attendance

Members

Paul Arnold (Chair), Claudia Berg, Stephen Bonner, Elizabeth Denham, James Dipple-Johnstone, Jen Green, Simon McDougall, Steve Wood

Attendees

Peter Hayes, Louise Byers (for item 4), Stephen Almond (for item 6), Ali Shah (for item 6), Peter Brown (for item 6)

Secretariat

Chris Braithwaite