

Senior Leadership Team – minutes 25 January 2022

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

1. Introductions and apologies

Apologies for absence were received from Paul Arnold, James Dipple-Johnstone, Steve Eckersley, Melissa Mathieson, Amanda Williams, Jen Green and Sarah Lal

Louise Byers chaired the meeting and welcomed Andy Curry to the meeting who was representing the Investigations Directorate.

2. Declarations of interests

There were no declarations made.

3. Matters arising from the previous meeting

Minutes

The minutes of the previous meeting were approved as an accurate record.

Actions and decisions

It was confirmed that there were no outstanding actions.

3. ICO Plan

Discussion

Louise Byers confirmed that an update to the ICO Plan and OWOW will be presented at the Senior Leaders Monthly Briefing on 26 January.

4. EDI Board Terms of Reference

Discussion

Suzanne Gordon presented the proposed changes to the EDI Board and asked the Senior Leadership Team to approve the updated terms of reference.

It was highlighted that the changes were being proposed to the EDI Board structure as our approach to EDI continues to mature and as specialist EDI roles are being brought into the ICO as part of the

People Directorate Target Operating Model and as part of the discussion with current board members and observers of the Board. Comments have been received from the Trade Unions on the terms of reference and PCS have yet to confirm whether they want to be an observer of the Steering Group. Sarah Lal was in the process of reviewing the comments received from the trade union observer, and some further minor changes to the EDI Board may be brought to SLT.

The Steering Group terms of reference are provided for information only to SLT. Once the trade unions had made a decision on whether to attend meetings of the Steering Group, the Steering Group terms of reference will be updated by EDI Board and SLT will be informed of the decision.

Suzanne Gordon confirmed that on the whole the Network Chairs have welcomed the development of the EDI Board and the Steering Group. The terms of reference for both the EDI Board and EDI Steering Group had been considered by the EDI Board at the meeting held on 18 January and the Board had recommended SLT approve the terms of reference.

Decision

The Senior Leadership Team agreed that this is a good way forward for equality, diversity and inclusion within the ICO and approved the terms of reference for the EDI Board.

5. Business Cases

Discussion

Louise Byers thanked everyone for submitting their cases and acknowledged that we are in a much better position at this stage of the process compared to previous years.

The Senior Leadership Team considered the proposed approach to the prioritisation of business cases and discussed the business cases that have been submitted this year.

Whilst discussing the Priority 1 business cases relating to FTE growth the Senior Leadership Team considered a number of factors including the affordability of permanent growth, the need to work closely on the workforce planning and what processes we have in place, or need to have in place, to redeploy resources in the future. They recognised the need to grow within the areas that provide

support to the organisation, eg., Comms, People Services, Finance and Legal, there is a need for extra resourcing within these areas to ensure that we are able to provide the necessary support to the organisation. It also acknowledged that an understanding of the future ICO Plan and DP reform would prove helpful for future planning.

With regard to Priority 2 business cases they considered that there are elements within business cases that may need to be prioritised and considered the possibility of prioritising individual initiatives within business cases rather than the complete business case. It was agreed that there are varying degrees of urgency within each business case.

The P3 allocation for the digital economy department and assurance business cases was highlighted and SLT considered whether these should be escalated. They questioned the redeployment options should these cases not be funded. It was also recommended that a check be carried out to determine which business cases should be funded via grant in aid and those that are funded from DP income

Summary

The Senior Leadership Team were supportive of the prioritisation as outlined in the report and considered that the cases to be in the right order, however some concerns were raised with regard to the positioning of the digital economy, assurance and CIRIT business cases.

It was recommended that business cases should be reviewed to identify overlaps within them to make them more efficient, eg., requests for comms products.

The overarching themes from the discussions were how we sustain recruitment and redeployment, how to identify the areas to deprioritise and identify the skills that can be redeployed.

6. Finance Target Operating Model

Discussion

Angela Donaldson outlined the proposal for the operating model of the Finance Procurement and Estates Directorate.

The proposed changes are a result of feedback received from budget holders and a deep dive into procurement including reviewing the process and engaging with commercial legal.

The key areas of focus for the target operating model are:-

- Recruitment of further management accountant resources. This will provide the benefit of a better understanding of underlying data and assumptions to enable the management accountants to provide budget holders with advice relating to underspend within directorates. We will be able to build in more ownership of budgets by the budget holders and provide better reporting as part of budget holder meetings.
- Procurement; currently working closely with commercial legal on the procurement process and clarification of the roles and responsibilities within this area. A temporary procurement manager has recently been recruited to review the process, thresholds, compliance assurance reporting and objectives of the procurement. There are plans to develop procurement pipelines and build in procurement strategies that will improve the service provided across the organisation and delivery efficiency savings.

Decision

The Senior Leadership Team were supportive of the proposals for improving the services provided by the directorate.

7. Work Programme

Discussion

It was proposed that Workforce Planning in relation to legislative reform and spending review should be presented at the next meeting.

8. Any other business

Discussion

No issues were raised.

Attendance

Members

Stephen Almond	Director of Tech and Innovation
Emma Bate	Director of Legal Services (Regulatory Advice and Commercial)
Angela Balakrishnan	Director of Corporate Communications
Louise Byers (Chair)	Director of Planning, Risk and Governance
Angela Donaldson	Director of Finance
Mike Fitzgerald	Director of Digital, IT and Business Services
Suzanne Gordon	Director of Public Advice and Data Protection Complaints Service
Ian Hulme	Director of Regulatory Assurance
John Kavanagh	Director of Governance Transition
Emily Keaney	Director of Legislation Reform
Anthony Luhman	Director of High Priority Investigations, Intelligence, Insight and Compliance and Relationship Management
James Moss	Director of Legal Services (Regulatory Enforcement)
Tom Reynolds	Director – Chief Economist
Warren Seddon	Director of FOI and Transparency

Attendees

Andy Curry	Head of Investigations
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Secretariat

Chris Braithwaite	Senior Corporate Governance Manager
Caroline Robinson	Corporate Governance Officer