

Management Board minutes

21 November 2022

Members

Paul Arnold	Deputy CEO and Chief Operating Officer
Ailsa Beaton	Non-executive Director
Stephen Bonner	Deputy Commissioner (Regulatory Futures and Innovation)
Ranil Boteju	Non-executive Director
David Cooke	Non-executive Director
John Edwards (Chair)	Information Commissioner
Peter Hustinx	Non-executive Director
Emily Keaney	Deputy Commissioner (Executive Director Policy)
Jeannette Lichner	Non-executive Director
Jane McCall	Non-executive Director
Tracey Waltho	Non-executive Director
Nicola Wood	Senior Independent Director

Attendees

Angela Balakrishnan	Director of Communications and Private Office (for item 4.2)
Louise Byers	Director of Corporate Planning, Risk & Governance
Angela Donaldson	Director of Finance (for item 8)
Jen Green	Executive Director (Strategic Change and Transformation)
John Kavanagh	Director of Governance Transition
Caroline Robinson	Risk & Business Continuity Manager (secretariat)
Warren Seddon	Director of FOI & Transparency (for item 5.2)

1. Introductions and apologies

- 1.1. There were apologies from Claudia Berg who was unable to attend the meeting.

2. Declaration of interests

- 2.1. There were no declarations of interest.

3. Matters arising from the previous meeting

- 3.1. The minutes were confirmed as accurate. There were no outstanding actions.

4. Discussion items

Corporate Risk Register Annual Report

- 4.1. Louise Byers presented the annual risk report outlining an overview of the work of the Risk and Governance Team and the changes made to the corporate risk and opportunity register over the past 12 months.
- 4.2. The Board raised concerns at the decision to de-escalate the political environment risk given the current climate. Whilst it was confirmed that the Parliamentary Strategy does help to mitigate much of this risk, the Board recommended a further review of the risk.
- 4.3. The Board also discussed the financial resilience risk and felt that it would be helpful to carry out an analysis on the impact the current economic environment is having on funding received from SMEs.
- 4.4. The Board discussed the culture of risk across the organisation and whether the identification of high risks are helping to contribute to resourcing decisions.
- 4.5. The addition of the Industrial Relations risk to the register was acknowledged.

Action: Louise Byers and Risk Team to work with the Parliamentary and Government Affairs directorate review the Political Environment risk taking into account the comments of the Board.

Communication Approach & Strategy

- 4.6. Angela Balakrishnan presented an overview of the work of the Communications directorate. She outlined the approach and objectives for engagement which will help us to show how effective regulation works, how to reach new audiences and to ensure greater collaboration across the organisation to deliver more impactful communication and engagement.
- 4.7. The Board acknowledged that we have a broad message to impart and a broad audience that we are trying to reach. The

possibility of utilising other organisations to help disseminate the messages to reach different audiences was discussed.

- 4.8. The Board were assured with the work of the Communications Directorate and the approach taken to engaging with our stakeholders.

ICO25 & PACE Teams

- 4.9. Jen Green provided a presentation on the delivery plan for developing PACE teams (Prioritise, Act, Collaborate, Engage) to ensure that we formalise the approach across the ICO and ensure that work is carried out and finalised effectively and efficiently.
- 4.10. Stephen Bonner also provided the Board with an example of a trial currently being undertaken of using the PACE approach within the organisation looking into the use of adtech in online gambling and highlighted some of the challenges that have arisen and the lessons learned.
- 4.11. The Board were keen to understand the characteristics of a good PACE leader. It was recognised that the required skills and capabilities are different to other roles and that we therefore need to ensure that leaders are provided with the appropriate support to develop those skills.

5. Performance reports

Management Board Scorecard Q2

- 5.1. Louise Byers presented a report setting out the scorecard and highlighted the changes made recently following feedback received from Board members.
- 5.2. Deep dives into different areas will be provided at future meetings.

FOI Change and Transformation Plan

- 5.3. Jen Green introduced the work that has been carried out through a transformation plan to review ways of working, improve efficiency and reduce casework backlogs within the Freedom of Information (FOI) directorate.
- 5.4. Warren Seddon presented an update on the future plans on how we plan to deliver on FOI and the challenges faced with current caseload numbers. He also highlighted recent enforcement activities in relation to FOI.

- 5.5. The Board were assured by the work being undertaken and agreed with the suggestion that it may be helpful to look at the potential for bots and automation within this area.

Action: Jen Green to discuss potential of bots and automation with Ranil Boteju offline.

Progress towards achieving the IRSP

- 5.6. Stephen Bonner and Emily Keaney presented the final report on progress on achieving IRSP. At future meetings, reports will focus on progress towards achieving the objectives in ICO25.
- 5.7. They highlighted in particular the implementation of a new way of developing and writing guidance, setting out the must, should, could framework to provide clarity to organisations on compliance with legislation, the recent work on predatory calls and enforcement notices issued relating to FOI.

6. People Committee update

- 6.1. Jane McCall provided an update on the recent work of the People Committee. The first meeting was held on 7 November and included discussions on the development of the Culture, Capability and Capacity Strategy and the importance of engaging all staff with the current changes.

7. Audit and Risk Committee update

- 7.1. Ailsa Beaton provided an update on the recent work of the Audit and Risk Committee and highlighted the upcoming change of internal auditors in the new year from Mazars to the Government Internal Audit Agency.
- 7.2. She also highlighted a change to the terms of reference to bring the quorum for the Audit and Risk Committee in line with the ICO's other sub-committees and confirmed that they are looking for an additional Non-Executive Director to join the Committee.

8. Finance

September income and expenditure report

- 8.1. Angela Donaldson attended the meeting to present the September financial report for information.

- 8.2. The Board discussed the impact of the current financial situation and the timeline for agreeing the budget for 2023/24. It was agreed that a report outlining the proposed budget should come to the January meeting prior to the finalised budget being agreed in March.

Action: Angela Donaldson to provide the Board with a report outlining the proposed budget for 2023/24 to the January meeting

9. Any other business

- 9.1. The Board discussed how best to report on progress against ICO25 and the provision of quantifiable measures.
- 9.2. It was agreed that there is a need for the Board to recognise the work of the sub-committees to ensure that there is no duplication of the work of those committees at Board level.