

Executive Team (ET) minutes

20 April 2023

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

1. Introductions and apologies

- 1.1. Apologies for absence were received from Claudia Berg, John Edwards, Stephen Almond and Stephen Bonner.

2. Declarations of interests

- 2.1. No declarations of interests were made.

3. Matters arising from the previous meeting

Minutes

- 3.1. The minutes of the previous meeting had been approved as a correct record.

Actions

- 3.2. There were no outstanding actions which were due for completion by this meeting.

4. Approval of Organisation Design, Phase 2

- 4.1. Jen Green presented a report informing ET of the outcomes of the consultation on organisation design phase 2 and seeking ET's approval to implement the proposals. She explained that the Redeployment and Redundancy Policies would be updated to reflect current best practice. She also highlighted the need to develop target operating models for some areas, particularly PACE and Public Affairs.
- 4.2. ET discussed how to use the opportunity of organisational design to maximise diversity throughout the workforce. This would include ensuring that the recruitment process for new roles was designed to exploit this opportunity. ET also discussed how to ensure that impact assessments (such as Equality Impact Assessments) explored how we will exploit potential opportunities as well as identifying how we will avoid potential negative impacts.

ACTION: Jen Green to update the EqIA for organisational design phase 2 to reflect how opportunities will be

exploited to maximise diversity through this work. Due date: 18/5/23

- 4.3. ET discussed the next steps for this work to ensure that the agreed design and operating model was fully and effectively implemented. Jen Green explained that there would be further communications to all staff to confirm that the model had now been agreed and that implementation was the next step. ET agreed that it was vital that leadership throughout the organisation drove the shift to this phase, and consistent leadership from ET members would be required to support this.
- 4.4. ET particularly discussed the role of the Customer Service Executive Director and the feedback received from the consultation on this role and the Directorates which would be reporting to this role. ET agreed that it was appropriate to proceed with the proposed role and restructure. ET also agreed that more communications were needed to ensure that it was fully understood that customer service remained a responsibility for everyone in the organisation, and that the Executive Director role would be responsible for driving this; ET emphasised that the purpose of this structure was not to put the responsibility for good customer service only on those Directorates reporting into the new Executive Director.

ACTION: Jen Green to develop and deliver a communications plan for informing staff of the outcomes of the Organisational Design phase 2 consultation. Due date: 18/5/23

Decision

- 4.5. ET agreed the proposed structure as set out in the report.
- 5. [Legislative reform update](#)**
- 5.1. Jo Pedder attended the meeting to present a report setting out the ICO's approach to responding to the proposed DPDI Bill.
 - 5.2. ET discussed the proposed headline areas for the Article 36(4) response and agreed that the report set out a suitable structure for this response. ET noted that the preparation for the DCMS Committee hearing session in May would be wider than the response; it was likely that the discussion at this Committee may be wider than issues specifically related to the DPDI Bill. The formal response would be submitted after the Committee hearing,

so the response could reflect discussion from the Committee hearing.

5.3.

[REDACTED]

Decision

5.4. ET agreed the proposed approach to the Article 36(4) response to the DPDI Bill.

6. [Update on the work of Regulatory Delivery Board \(RDB\)](#)

6.1. Emily Keaney presented a report giving ET assurance on the work of the RDB over the last six months and issues it will explore in the next six months.

6.2. ET discussed the role of RDB, which should primarily be an assurance body. This was particularly vital in the context of the current regulatory projects, assurance of mitigation of the corporate risks in this area, and the place of RDB (as well as the other SLT Boards) in the three lines model in relation to corporate risks amid the overall governance structure. ET commented that matters requiring decisions should usually be taken through consultation outside of meetings, rather than seeking approval from RDB (or other SLT Boards).

6.3. ET agreed that it would be useful to review the work programme for RDB and other SLT Boards using the risk register as a lens, to ensure that they effectively fulfilled their role in the three lines model.

ACTION: Corporate Governance to work with Emily Keaney and Stephen Bonner to review the work programme for RDB. Due date: 18/5/23

ACTION: Corporate Governance to work with the chairs of each SLT Board to review the work programme for each Board. Due date: 15/6/23

- 6.4. ET also noted that the Planning, Risk and Governance Team was currently reviewing the governance structure at SLT Board level, with the intention of recommending an updated structure during May.

7. [Accommodation Strategy](#)

- 7.1. Angela Donaldson joined the meeting to present a report setting out the proposed Accommodation Strategy, which was due to be presented to Management Board for their approval in May.
- 7.2. ET discussed the proposed approach, with the continued desire for the organisation to remain primarily based in Wilmslow, rather become part of a government hub. ET also discussed links between the accommodation strategy and the workforce planning strategy. ET commented that it may be useful to review the current stance of not offering homeworking contracts as part of these strategies, given that there were a significant number of staff who did not live close to existing offices. Changing this approach may also assist in increasing staffing diversity by maximising the recruitment catchment area.
- 7.3. ET also discussed the approach to in-office working, noting the benefits of empowering staff to work in the way they found to be most productive. ET also acknowledged the need to manage risks in relation to collaboration, engagement, development, and building relationships which extensive long-term home working created. ET agreed that once the current accommodation staff survey had concluded, further plans in this area should be reviewed and developed. ET also discussed the need for clear messaging and consistent implementation of the agreed approach.

Decision

- 7.4. ET agreed that further work should be conducted on the Accommodation Strategy, based on outcomes of the staff survey and current workforce planning work. The updated accommodation strategy will be brought to Management Board in July.

ACTION: Angela Donaldson to bring the Accommodation Strategy to the July 2023 Management Board meeting. Due date: 10/7/23

8. [Recent and upcoming Board-level meetings](#)

- 8.1. Louise Byers attended the meeting to give an update on the issues due for discussion at upcoming meetings of Management Board,

Regulatory Committee, Audit and Risk Committee, and People Committee.

- 8.2. ET discussed how to increase efficiency of servicing these meetings, such as drafting single reports for multiple meetings, primarily using existing reports with some context added for the Committees, or providing presentations. ET also agreed that the EDI objectives should be considered by Management Board, rather than People Committee.

9. Updated risk appetite statement

- 9.1. Louise Byers presented a report setting out an updated risk appetite statement, following comments at the March Management Board meeting.
- 9.2. ET agreed that it would be beneficial to consult with EDI Board in relation to the revised risk appetite statement for equality and diversity prior to bringing the updated statement to Management Board.

ACTION: Louise Byers to ensure consultation with EDI Board on the revised equality and diversity risk appetite, prior to Management Board. Due date: 8/5/23

- 9.3. ET noted the updates to the statements for compliance and legal. ET welcomed these updates. In relation to compliance with internal policies, ET that the risk appetite should drive work to review these policies to ensure that they are sufficiently clear in terms of what staff needed to do to comply with the policies, potentially using must, should or could language.
- 9.4. ET discussed the specific language of the revised compliance and legal risk appetites, to ensure that it could not be interpreted in an unnecessarily restrictive way. ET commented that case studies would also be extremely useful in ensuring this, as would reviewing decisions taken to reflect how they aligned to the risk appetite.
- 9.5. ET also highlighted that there had been instances of the same issue requiring a judgement to be made against the risk appetite occurring on multiple occasions. ET cited the example of international transfer of data in procurement. ET commented that it would be useful to escalate this specific issue to ensure a consistent corporate position.

ACTION: Louise Byers to ensure that Information Risk Governance Group considers the approach to international transfers of data in procurement and recommends a position to Executive Team. Due date: 18/5/23

10. [Monthly cyber security dashboard](#)

10.1. Rob Holtom presented a report setting out the monthly cyber security dashboard. ET welcomed the new format of the report.

ACTION: Executive Team members to review the level of completion of information security training in their Directorates and ensure sufficient completion of the training. Due date: 18/5/23

ACTION: All ET members to ensure that they and all members of their private offices have completed the information security training. Due date: 18/5/23

ACTION: Rob Holtom to update the training section of the dashboard to reflect the current organisational structure. Due date: 18/5/23

11. [Executive Team work programme](#)

11.1. ET noted the work programme for future meetings.

12. [Any other business](#)

Project ambassadors

12.1. Jen Green highlighted that there had she had received no nominees from ET members for project ambassadors, following discussion of this at the portfolio planning meeting.

ACTION: Executive Team members to nominate project ambassadors for project management training. Due date: 18/5/23

13. [Key messages to staff](#)

13.1. John Kavanagh would circulate the key messages to ET.

ACTION: Chris Braithwaite and John Kavanagh to publish the key messages on Iris. Due date: 21/4/23

[Attendance](#)

Members

Angela Balakrishnan	Executive Director, Strategic Communications
Emily Keaney	Deputy Commissioner (Regulatory Policy)
Jen Green	Executive Director, Strategic Change and Transformation
Paul Arnold (Chair)	Deputy Chief Executive and Chief Operating Officer
Rob Holtom	Executive Director, Data, Digital and Technology

Attendees

Andrew Rimmer	Private Secretary to John Edwards
Angela Donaldson	Director of Finance and Estates (for item 7)
Farhana Ahmed	Staff Officer
Fiona Simkiss	Private Secretary to Jen Green
Jacob Harris	Private Secretary to John Edwards
Jo Pedder	Director of Legislative Reform (for item 5)
John Kavanagh	Director of Governance Transition
Louise Byers	Director of Corporate Planning, Risk and Governance (for items 8 and 9)
Rebecca Bradbury	Private Secretary to Paul Arnold

Secretariat

Chris Braithwaite	Corporate Governance Manager
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