

## Executive Team (ET) minutes

17 July 2023

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

### 1. Introductions and apologies

- 1.1. Apologies for absence were received from 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. ET noted the update on actions from previous meetings, and closed the three remaining actions.

### 4. Children's Board update

- 4.1. Emily Keaney provided an oral update on the work of the Children's Board. Whilst there have been some successes, there were still significant challenges which are being addressed.
- 4.2. ET discussed the importance of ensuring that the co-ordination and delivery of this important part of our ICO25 strategy was able to set as strong as possible an example of our ICO25 'shifts of approach' in action.
- 4.3. In particular, ET highlighted,, the critical importance of reporting progress with investigations so that go/no go decisions can be taken at key milestones. This is vital to our ability to prioritise with greater agility, making sure that our resources are able to be deployed as flexibly as possible in line with regulatory risks, opportunities and priorities.
- 4.4. In this context, the ET asked whether the Children Board was receiving all the information it needed to discharge its

responsibilities. There was then a discussion about potential improvements that could be made to the governance and accountability arrangements in place at present to improve the free flow of information.

**ACTION: The Children's Board to review its governance and accountability arrangements to assure the ET that relevant information is available to inform timely decision-making. Due date: 31/8/23.**

## 5. Operational backlog lessons learned

- 5.1. Mike Fitzgerald joined the meeting and presented a report providing ET with information on the lessons learned as part of the project closedown. ET was impressed with the success in clearing the backlogs identified at the start of the year, and noted the hard work of those involved.
- 5.2. ET particularly discussed the challenges faced by the project leads to secure staff support resources at short notice. ET agreed that project leads will need more support in future in the early stages of such remediation projects to ensure urgent redeployment and support can be provided faster and in greater volumes. It is important that we can access the support required in future to ensure we deliver against our priorities.

## 6. Behavioural framework and leadership development proposition

- 6.1. Sarah Lal joined the meeting and presented a report on the behavioural framework and leadership development proposition.
- 6.2. ET was keen to support this development work and discussed which grades the leadership proposition should focus on, noting that some Heads of Department report into ET, and agreed that a nuanced approach will be needed.
- 6.3. ET agreed that it will be helpful for staff to see what behaviours are expected now and at their next level for promotion, with the framework forming part of PDR conversations. ET also suggested some changes to the document: strengthening the sense of accountability; differentiating between behaviours and actions; and the exploring the interplay between training and working together to build relationships.

- 6.4. ET also discussed the term “leading self” which was a phrase which resonated with the focus group, underlining every member of staff’s role in taking responsibility for leadership. ET encouraged People Services to include the origin story when explaining the concept to staff.
- 6.5. ET discussed the capacity of staff to engage with the mandatory training, noting that it would be useful to understand the timeframe for required completion and requesting that training is available in all ICO locations, or virtually.

### **Decision**

- 6.6. ET approved the behavioural framework and leadership development proposition to be rolled out, subject to the comments above.

## **7. Update on the work of the Risk and Governance Board**

- 7.1. Louise Byers joined the meeting and presented a report giving ET an update on the work of the Risk and Governance Board.
- 7.2. ET supported rationalising RGB’s structure, and discussed the role of the Board in driving the work. Recently, consultation has occurred outside of the Board – which has worked well. The Directorate is identifying which pieces of work need to go through a formal governance process via RGB.

### **Decision**

- 7.3. ET agreed that if the work can be done through other means, the Director of Risk and Governance should experiment with different options.

## **8. Recent and upcoming Board-level meetings**

- 8.1. ET noted the proposed agenda items for the upcoming meetings of the September Management Board, November People Committee, October Audit and Risk Committee and the September Regulatory Committee.

## **9. Monthly cyber security dashboard**

- 9.1. Rob Holtom presented a report setting out the monthly cyber security dashboard, noting that one of the positive figures was shown as a negative in the report. ET noted the report and confirmed that it should continue to be an agenda item for discussion by exception.

## 10. Executive Team work programme

- 10.1. ET considered the work programme for future meetings, and noted that the medium and long term work will be merged with this document to develop a three to five year planning horizon. A new Group Manager has been recruited in the Corporate Governance Team to increase ET's planning capacity.

## 11. Any other business

11.1.



- 11.2. ET congratulated Paul Arnold on 25 years service at the ICO.

## 12. Key messages to staff

**ACTION: John Kavanagh to publish the key messages on Iris. Due date: 24/7/23**

## Attendance

### Members

Angela Balakrishnan	Executive Director, Strategic Communications and Public Affairs
Claudia Berg	General Counsel
Emily Keaney	Deputy Commissioner (Regulatory Policy)
Jen Green	Executive Director, Strategic Change and Transformation
John Edwards	Information Commissioner
Paul Arnold (Chair)	Deputy Chief Executive and Chief Operating Officer

Rob Holtom Executive Director, Corporate Digital, Data and Technology

**Attendees**

Andrew Rimmer	Private Secretary to John Edwards
David Squires	Private Secretary to Stephen Almond
Farhana Ahmed	Staff Officer
Fiona Simkiss	Private Secretary to Jen Green
Izy Jude	Private Secretary to Stephen Bonner
Jacob Harris	Private Secretary to John Edwards
John Kavanagh	Director of Governance Transition
Louise Byers	Director of Risk and Governance (for items 7 and 8)
Mariam Boakye-Dankwa	Head of Commissioner's Private Office
Mike Fitzgerald	Director of Digital, IT and Business Services (for item 5)
Sarah Delahunty	Private Secretary to Emily Keaney
Sarah Lal	Director of People Services (for item 6)

**Secretariat**

Fiona Wilcock Corporate Governance Officer