

Annex 2 - work programmes summary

Management Board

A full meeting was held on 2 February 2026. Items subsequently considered by Management Board or elsewhere:

Item	Frequency	Where it has been / will be considered
Transformation portfolio dashboard update and priorities/delivery plan for next year's portfolio	Dashboard – every meeting Plan - annual	Plan for 2026/27: Considered at the minuted meeting of the CEO and NEDs on 27 March (with input from Shadow Board). April 2026 update: Considered at the Delivery Group* meeting on 21 May, and included in the update to ET at the meeting on 2 June. On the Management Board agenda on 16 June.
Budget 2026/27	Annual	Approved at the minuted meeting of the CEO and NEDs on 27 March (with input from Shadow Board).
Legislative reform update	Every meeting	Considered at the ET meeting on 2 June and is on the Management Board agenda on 16 June.
Corporate strategy	One off	Staff consultation has been ongoing through April and May. On the Management Board agenda on 16 June.
Performance and impact report	Quarterly	Q4 was considered at the Delivery Group meeting on 21 May, and the ET meeting on 2 June, and is on the Management Board agenda on 16 June.
Management Accounts	Every meeting	March: Considered at the Delivery Group meeting on 27 April, and included in the update to ET at the meeting on 2 June. April: Considered at the Delivery Group meeting on 21 May, and the ET meeting on 2 June. On the Management Board agenda on 16 June.

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Item	Frequency	Where it has been / will be considered
ICO Annual Report and Financial Statements	Annual	On the ARC agenda on 18 June.
ARC annual report		On the Management Board agenda on 16 June, and will be approved for publication by ARC on 18 June.
Modern Slavery statement	Annual	Considered at the Delivery Group meeting on 21 May, and is on the Management Board agenda on 16 June.

Audit and Risk Committee

A full meeting was held on 26 March (brought forward from the usual April timing, due to planned governance transition) and a full meeting is being held on 18 June. All items on the ARC work programme will be covered during these two meetings.

People Committee

The most recent meeting was held on 21 January. The usual April meeting was not held due to planned governance transition, and there are no plans for the usual June/July meeting as work programme items have been considered in other ways.

Item	Frequency	Where it has been / will be considered
Pay remit update	Annual	People Services are putting together a timetable for approval of the planned approach – likely to require input in late June / early July. We will contact the members of People Committee when we know more (likely to be a 'by correspondence' item).

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Item	Frequency	Where it has been / will be considered
Employee experience programme update	Every meeting	On the agenda for the Delivery Group meeting on 2 July. This will be considered by the next meeting of the People Committee.
2025 people survey action plan delivery mid year update	Annual	On the agenda for the Delivery Group meeting on 2 July. This will be considered by the next meeting of the People Committee.
2026 people survey planning		Considered at the Delivery Group meeting on 21 May, and included in the update to ET at the meeting on 2 June. This will be considered by the next meeting of the People Committee.
People related risks and opportunities	Every meeting	Considered at the Delivery Group meeting on 21 May, and included in the update to ET at the meeting on 2 June. This will be considered by the next meeting of the People Committee.
People related KPIs	Every meeting	Considered at the Delivery Group meeting on 21 May, and included in the update to ET at the meeting on 2 June. This will be considered by the next meeting of the People Committee.

Regulatory Committee

The most recent meeting was held on 5 March. There are no plans for the usual June meeting as work programme items have been considered in other ways.

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Item	Frequency	Where it has been / will be considered
Current and emerging high profile regulatory action	Every meeting	Considered at the Regulatory Group* meeting on 14 May, and included in the update to ET at the meeting on 2 June. This will be considered by the next meeting of the Regulatory Committee.
Impact of regulatory interventions	Six monthly	On the agenda for the Regulatory Group meeting on 25 June.
Devolved nation regulation	Annual	On the agenda for the Regulatory Group meeting on 20 August. This will be considered by the next meeting of the Regulatory Committee.
DUA implementation update – guidance and consultation pipeline	Every meeting	On the agenda for the Regulatory Group meeting on 20 August. This will be considered by the next meeting of the Regulatory Committee.
Emtech and implications for our work	Annual	Considered at the Regulatory Group meeting on 14 May, and included in the update to ET at the meeting on 2 June.
DP complaints - themes and trends	Six monthly	On the agenda for the Regulatory Group meeting on 20 August.
Regulatory Acts assurance	Annual	Considered at the Regulatory Group meeting on 14 May, and included in the update to ET at the meeting on 2 June.

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Delivery Group and Regulatory Group

These are ICO Senior Executive decision-making groups, making decisions and providing direction under delegated authority from the Executive Team (ET) to ensure the effective and impactful leadership and continuous evolution of the ICO.

- Delivery Group provides assurance to the ET of the effectiveness of the ICO's organisational delivery, resourcing and performance. It does this by providing leadership and taking, and overseeing the taking of, delegated decisions on behalf of the ET in relation to the planning and execution of the full range of ICO activity. Membership is Jen Green (Chair), Rob Holtom (Deputy) and Emily Keaney.
- Regulatory Group provides assurance to the ET of the effectiveness of the ICO's regulatory interventions. It does this by providing leadership and taking, and overseeing the taking of, delegated decisions on behalf of the ET in relation to the planning and execution of the full range of ICO preventative and reactive regulatory activity. Membership is Emily Keaney (Chair), Ian Hulme (Deputy), Ange Balakrishnan, Binnie Goh and William Malcolm.

Both groups meet before ET meetings, and provide a written report summarising their decisions, directions and actions for assurance, as well as links to all of the performance reports considered.

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