

Executive Team (ET) minutes

27 August 2024

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, Jen Green, John Edwards and Angela Balakrishnan.

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 actions from previous meetings.

4. Quarter one Impact reporting

- 4.1. Andy Laing presented an impact report from the first quarter of the impact by design business planning cycle. 58 responses were received to the survey from 29 directorates or departments. ET were encouraged by the rate of engagement, and found many of the examples of impact to be informative and educational.

- 4.2. The future of impact reporting was discussed and the following key themes were agreed;

- integrating future impact reporting with reporting on the causes,
- bringing together the stories of outcome and impact with measures of proportionality,
- using the reporting to help surface conversations about prioritisation and proportionality,
- including lessons learned as a measure of impact, and
- supporting a more consistent to measuring impact and the structure of presenting it.

- 4.3. Concerns were raised about an internal capacity issue around economic analysis and research and insight teams for measuring impact, along with a need to ensure a joined up approach to reduce duplication and costs.

ACTION: Emily Keaney to establish a process for the coordination of adding questions to surveys to be run through the research group to minimise duplication and reduce costs. Due date: 23/09/24

ACTION: Planning and Performance team to incorporate executive team feedback into future rounds of impact reporting and report progress back to ET. Due date: 25/11/24

5. [ICO25 scorecard reporting](#)

- 5.1. Rob Barnett presented the ICO25 score card and red measure report on data protection complaint performance. ET were assured of the progress against the ICO25 KPIs.
- 5.2. ET's discussion focused on the presentation of the red measure report and agreed that it would benefit from a more holistic narrative. ET also received an update on the plans to deprioritise some work through a thematic workflow model and agreed that once the plans are implemented, thematic reports would be received by Regulatory Group to inform upstream activity.
- 5.3. ET also considered the KPIs that are being reported against, and in light of the Better Regulatory Interventions (BRI) approach it was agreed that the report would include additional narrative to explain the legacy KPI reporting and future direction of travel for measuring this work.

ACTION: Louise Locke and Rob Barnett to work on a holistic narrative of the data protection casework red measure to incorporate socialising process changes and managing the service in the future. Due date: 16/9/2024.

ACTION: Louise Locke and Emily Keaney to ensure that reporting from the thematic workflow approach to complaint handling would begin regular reporting into regulatory group. Due date: end of Q4 (31/3/25).

ACTION: Regulatory Group and BRI Programme to ensure performance measures in the dashboard will reflect BRI

approach, and provide information on legacy KPI reporting and direction of travel. Due date: 16/9/2024.

6. Update from the Chair of the Regulatory Group

- 6.1. Emily Keaney, as chair of the Regulatory Group, provided ET with an oral update on the third meeting of the Regulatory Group, which is part of the decision making pilot.
- 6.2. ET heard that progress had been made on formal reporting on causes into Regulatory Group enabling discussion by exception in future meetings.
- 6.3. Resourcing the enforcement pipeline was discussed, in the context of challenges and mitigations. The issue has been added to the Regulatory Group risk register and will be kept under review at Regulatory Group.
- 6.4. Tier one, PACE and BRI was discussed and work is ongoing to collect examples of tier one activities to inform BRI work and ensure Regulatory Group has appropriate oversight.
- 6.5. Economic Analysis had provided Regulatory Group with an update on identifying and reporting on impact. Regulatory Group had agreed that significant evaluation and impact assessments would come to Regulatory Group for decisions on commissioning reviews to ensure sufficient time and capacity.

7. AOB

Fee income generation

- 7.1. Louise Locke provided an update on the fee income optimisation work as part of the Customer Experience Programme, confirming that figures to the end of August were close to expected for acquisitions and renewals.

Attendance

Members

Angela Balakrishnan	Executive Director of Strategic Communications and Public Affairs
Claudia Berg	General Counsel
Emily Keaney	Deputy Commissioner (Regulatory Policy)
Louise Locke	Executive Director, Customer Services
Jen Green	Executive Director, Strategy and Resources
John Edwards	Information Commissioner

Paul Arnold MBE (Chair)	Deputy Commissioner (Deputy CEO and Chief Operating Officer)
Rob Holtom	Executive Director, Digital, Data, Technology (DDaT), Transformation and Delivery
Stephen Almond	Executive Director, Regulatory Risk
Stephen Bonner	Deputy Commissioner (Regulatory Supervision)

Attendees

Andrew Laing	Director of Strategy and Planning
David Squires	Private Secretary to Stephen Almond
Ellis Quinn	Private Secretary to Angela Balakrishnan
Farhana Ahmed	Private Secretary to Rob Holtom
Fiona Simkiss	Private Secretary to Jen Green
Jacob Harris	Private Secretary to John Edwards
Mariam Boakye-Dankwa	Head of Commissioner's Private Office
Rebecca Bradbury	Private Secretary to Paul Arnold
Rob Barnett	Group Manager Planning and Performance
Tom Parkman	Private Secretary to Claudia Berg
Willow Warder	Private Secretary to Emily Keaney

Secretariat

Laura Tomkinson	Corporate Governance Group Manager
-----------------	------------------------------------