

## Executive Team (ET) minutes

21 October 2024

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

### 1. Introductions and apologies

- 1.1. Apologies 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. ET noted the actions from previous meetings.

### 4. Corporate Risk Register Annual Report

- 4.1. Louise Byers presented ET with an overview of progress and changes to the management of corporate risks and risk activity over the last 12 months, as shared with ARC and ahead of this report being presented to Management Board in November. ET were asked to validate the changes to the risk register as well as the risk maturity assessment.
- 4.2. ET discussed the regulatory activity risk in the context of the Better Regulatory Interventions (BRI) work, agreed that further work is needed to articulate the regulatory risks, acknowledged that the upcoming workshop at Regulatory Group on BRI will play a key role in articulating the regulatory risks, and agreed that this would be incorporated into the report and presentation for management board.
- 4.3. ET also discussed updating the People Services risks in light of the people survey and work will continue with the risk and governance team and risk owners to ensure appropriate updates are made.

- 4.4. ET recognised that progress had been made in the risk maturity assessment, appreciating the hard work of the risk and governance team and the risk owners in this area. They considered the next steps to continue to assess risk maturity through other levels of the organisation and to mature the approaches to both identification and mitigation of risks and awareness of and adherence to risk appetites.
- 4.5. ET recognised their role in modelling great risk appetite and risk mitigation conversations and agreed to share case studies with the risk and governance team for inclusion in the report to management board.

**ACTION: Louise Byers to present to the next Management Board on the outcome of the regulatory group BRI workshop. DUE 18 November**

**ACTION: Louise Locke and Angela Balakrishnan to share case studies on risk appetite with Louise Byers to incorporate into the risk paper for management board. DUE 18 November**

#### [Decision-making pilot - review and lessons learned](#)

- 4.6. Louise Byers provided ET with an update on the lessons learned from the decision making pilot and highlighted the next steps to further pilot and embed the decision making processes and behaviours.
- 4.7. ET reflected that good changes have been made to the decision making processes and structures, and discussed the ongoing work to embed the cultural and behaviour changes required to make the pilot a success. ET further discussed their role in modelling the required culture and behavioural changes at the top of the organisation to support and embed learning and development training.
- 4.8. ET acknowledged that transparency of communicating the decisions of the decision making groups can be improved, and discussed the importance of ensuring internal stakeholders, particularly directors, can input into decisions at the relevant points in the process. ET also discussed the role of tools such as the RAPID framework in helping to articulate the various roles and responsibilities in decision making.
- 4.9. The pilot is due to end in January at which point there will be a formal decision on the decision-making framework, and ET

acknowledged that the culture and behaviour element of the decision-making work will be ongoing.

**ACTION: LB to check whether RAPID is part of the success criteria**

**5. Update on the work of Delivery Group**

- 5.1. Jen Green, as chair of Delivery Group (DG), presented a report on the group's work to mitigate key risks and deliver on key strategies over the last month. The report also highlighted the issues it will explore next month.
- 5.2. ET received an update on key decisions made by DG in particular; budgets, a deep dive report on underspent budget, and work on procurement pipeline to help support that with an emphasis on ensuring accurate financial forecasting.
- 5.3. Jen shared future key items to discuss at DG which include a policy for managing security clearance processes and combining the business planning approach together with people and resources.

**6. Update on the work of Regulatory Group**

- 6.1. Emily Keaney, as chair of Regulatory Group RG, presented a report on the group's work to mitigate key risks and deliver on key strategies over the last month. The report also highlighted the issues it will explore next month.
- 6.2. ET received an update on key discussions from RG, in particular an evaluation of and next steps on the public sector approach, and a 12 month horizon scan to assess whether there is need to adapt, flex or change causes. This identified a continued focus on children's privacy and AI, further discussion required on the extent of new, complex developments on online tracking and highlighted transparency and public sector transformation as potential areas to consider for future focus. This will be raised with the senior leadership forum for discussion and inclusion in business planning processes.
- 6.3. ET discussed the importance of ensuring that the ET, DG and RG work programmes for the next 12 months are aligned and suggested further work to validate and share these with directors to support the decision making pilot.

## 7. AOB

- 7.1. Rob Holtom shared an update from the cyber security update and confirmed that we have now received cyber essential plus certification.
- 7.2. Emily Keaney confirmed that the ICO has signed off the first code of conduct which is with the Association of British Investigators. The team is working with comms to share this news externally. The ICO is the first data protection authority to sign off a code of conduct.
- 7.3. Louise Locke gave an update on the fee finder update confirming that we are still ahead on our finance position, we have agreed to pilot the 3<sup>rd</sup> party fee finder which will commence marketing in mid November.

## 8. Key messages to staff

- 8.1. ET agreed the key messages to staff.

## 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

Catherine Heverin	Private Secretary to Louise Locke
David Squires	Private Secretary to Stephen Almond
Farhana Ahmed	Private Secretary to Rob Holtom
Fiona Simkiss	Private Secretary to Jen Green
Izy Jude	Private Secretary to Stephen Bonner
Jacob Harris	Private Secretary to John Edwards
Louise Byers	Director of Risk and Governance
Willow Warder	Private Secretary to Emily Keaney

**Secretariat**

Laura Tomkinson

Corporate Governance Group Manager