

# Management Board – for discussion

**Meeting agenda title:** Management Board Strategy Day

**Meeting date:** 20 May 2024

**Time required:** 10 minutes

**Presenter:** Paul Arnold

## 1. Objective and recommendation

- 1.1. This paper sets out a recommended approach to the Management Board strategy day.

## 2. Developing a common understanding

- 2.1. The Management Board, as part of the recent effectiveness review, recommended that dedicated time is needed to discuss the organisation's strategy, performance and the impact of the upcoming governance transition.
- 2.2. For the first of these strategy days, we propose to focus on starting the development of the next organisational strategy and the transition to the statutory Board model.
- 2.3. The upcoming governance transition is a unique and time-bound issue for the Board and Executive Team. In addition, the development of the next strategy will be one of the first topics for the new Board to consider, taking into account the additional responsibilities and duties of the Information Commission, plus the Secretary of State's Statement of Strategic Priorities. These are both topics which will greatly benefit from the experience and expertise of our Board members, given their insight into the workings of other Boards and across a broad range of sectors.
- 2.4. We have proposed to re-purpose the July Management Board meeting (15 July) to deliver this strategy day. This will ensure that all current Board members and attendees are available. We have also invited the Board Committee independent members, as an optional invitation.

## 3. Matters to consider to achieve objective

- 3.1. We propose to focus the main part of the day on two key areas:

## **1) Looking forward to the development of the next organisational strategy**

- 3.2. We intend for this section of the day to include an external speaker, who would share emerging technological, economic and social trends shaping the future up to, and beyond, 2035. This will enable the Board to look beyond the current planning horizon and beyond the privacy and information landscape to wider trends that will influence how and what we do. It will help the Board to consider the impact of emerging innovations and technologies that will shape society, businesses, medicine, education and how we live, as well as the impact of changing societies, environment, resources, living standards and demographics. This will set the context and wider environment in which the new strategy needs to deliver.
- 3.3. We would then use the rest of the session to identify the impact that the Information Commission should have in this environment, focussing on key areas of regulatory intervention and how the Information Commission will need to be resourced, led and organised to deliver against this strategy, taking into account the new duties as set out in the DPDI Bill, and existing responsibilities under other legislation. While the session is not intended to set the future strategy, it will enable us to start this work, so we will be well placed to engage the new Board in the emerging direction once they are appointed.
- 3.4. As part of this session, we would recommend also incorporating scenario planning for differing risks that might crystallise in the upcoming period – for example the impact of changes in the political environment and our funding and expenditure as discussed at the recent Management Board in March.

## **2) Preparing for the new statutory Board, the Information Commission (ICOM).**

- 3.5. We recommend focussing this session on future Board culture. While work is well under way in our governance transition programme to develop the draft Terms of Reference and work programmes for the ICOM Board and Committees, we recognise that the culture and behaviours of the new Board will be critical to the success of the delivery of the new Board's responsibilities. Therefore, we propose focussing on Board culture considering issues such as:

- the respective roles of the Non-Executive Directors, the Chair, the Chief Executive Officer and the executives;
  - the role, if any, of independent members and expert panels;
  - the application of the Nolan Principles and other areas of responsibility for Board members, such as conflicts of interest;
  - collective decision making, enabling challenging and productive debate and clear decisions;
  - dealing with concerns, assessing performance and feedback; and
  - representing the Board externally.
- 3.6. To help with this part of this discussion, we propose using a 'Board mandate' tool to help guide the conversation – an example is provided at Annex 1.

#### 4. Areas for challenge

- 4.1. Does this proposal meet the Board's expectations for a strategy day and is there anything missing that the Board would like to include on the agenda?

#### 5. Communications considerations

- 5.1. There are no communications considerations for this report.

#### 6. Next steps

- 6.1. The next steps for this work are to implement any actions agreed by the Board and develop the delivery plan for the day.

**Author:** Louise Byers

**Consultees:** Jen Green, Paul Arnold, John Edwards, Nicola Wood

**List of Annexes:** Annex 1 – Board mandate tool

**Publication decision:** This report can be published internally and externally.

**Outcome reached:**