

Meeting: Nominations Committee

Date: 11 June 2021

Agenda item: 5

Time: 20 mins

For discussion

Presenter: Emma Titley

1. Topic

1.1. Non-Executive Director Development

2. Issue

2.1. To set out options for training and other development opportunities for Non-Executive Directors (NED).

3. Reason for report

- 3.1. There were no immediate development needs identified from the skills assessment that NEDs did in the autumn of 2020. However, it was recognised that there were some areas of skill and expertise which could be the focus of development opportunities for existing NEDs to build further breadth and depth within Management Board as well as being beneficial to bring in to the ICO in future NED recruitment.
- 3.2. This would be in addition to more general opportunities for NEDs to further develop their skills and expertise as well as keep updated with developments relevant to the work of the ICO.
- 3.3. At the Nominations Committee meeting in February it was agreed that a report with recommendations and ideas for training and development opportunities for NEDs should be brought to the next meeting.
- 3.4. The report sets out options for NED development which include an induction programme for new NEDs and training and other opportunities for existing NEDs.

4. Background

- 4.1. When NEDs join organisations they bring with them a great deal of knowledge, skills and experience gained throughout their careers. NEDs may have other NED positions or work for organisations in paid or voluntary roles, and may take part in training in any or all of these.
- 4.2. We want to offer our NEDs training and development opportunities to support them in their roles at the ICO and to further their understanding of our areas of work. For both NEDs new to the ICO, and existing NEDs, we need an individual approach which recognises their prior learning and experience, offers training about the ICO and our areas of work as well as other relevant opportunities so they can continue to develop as NEDs.

5. Discussion

- 5.1. Recommendations and ideas for NED training and development are:
 - A bespoke induction programme for each new NED. It could start with an initial discussion between the new NED, the Chair of the Nominations Committee and the Deputy Chief Executive & Chief Operating Officer to find out more about the NED's prior experience and their skills and expertise which may not all have been discussed in the interview process. This will help to identify the key areas to cover as part of the induction and a programme will be developed for them which includes an introduction to the work of the ICO, meetings with key senior leaders and other NEDs, and any other specific training identified through the initial discussion.
 - Membership of the Non-Executive Directors' Association (NEDA). Benefits include a programme of events, training courses including the ICAEW NED Certificate, coaching and mentoring, networking with other NEDs, insight reports and access to their jobs board. The basic level of membership is free and includes access to the insight reports, a monthly newsletter and advance notice of events. Associate membership costs £195 for the first year and then £75 annually and also includes access to events and the jobs board, their NED handbook and 25% off training courses. There is an additional fee for coaching and mentoring.
 - NED specific training courses and events from other training providers including the Civil Service College (eg Being an

Effective NED in the Public Sector), ICSA – Chartered Governance Institute (eg Non Executive Directors’ Programme) and the FT Board Directors Programme.

- General training courses, webinars and events on topics related to the work of the ICO.
- Individual or group briefings for NEDs from ICO senior leaders or subject matter experts on particular areas of our work of interest to NEDs.
- Opportunities to join ICO internal training and attend Know Abouts. NEDs can be provided with an i-Learn account (our Learning Management System) to book on internal courses, do e-learning and have a record of the learning they have done whilst a NED at the ICO.

5.2. A budget to support NED development opportunities could be held by the Nominations Committee. This could initially be part of the main ICO training budgets held by the Workforce Development and Planning department but could move to be a discrete budget in the Corporate Planning, Risk & Governance directorate if this is more suitable.

5.3. Examples of costs for specialised NED courses are £750 for the ICAEW NED Certificate (if a NEDA member), £500 for the Finance for Non-Finance Directors course from NEDA and £595 for the Being an Effective NED in the Public Sector course from the Civil Service College.

5.4. Opportunities to attend courses or other events could be identified by NEDs themselves or by ET or other ICO staff and passed on to the Chair of the Nominations Committee to share with NEDs.

5.5. If there is a cost to the development opportunity a NED Development Request Form would need to be completed by the NED and approval to attend sought from the Chair of the Committee.

6. Equality, diversity and inclusion considerations

6.1. Development opportunities will be available to all NEDs.

7. Next steps

7.1. If the proposed approach is approved by the Committee we will develop a briefing note for NEDs on the types of development opportunities available, information about membership of NEDA,

the process for booking onto courses or events which have a cost and information about internal training courses and e-learning that NEDs can access.

8. Resource implications

- 8.1. In the current financial year costs for NED development opportunities can be met through the existing Workforce Development & Planning training budgets. A separate budget code can be created within the training budgets or money could be transferred to a budget in the Corporate Planning, Risk and Governance directorate.
- 8.2. For next financial year a separate budget for NED development could be included within the 22/23 budget bid for either the Workforce Development and Planning department or the Corporate Planning, Risk & Governance directorate.

9. Alignment with values

- 9.1. Offering training and development opportunities for Non-Executive Directors will enable them to further support the ICO to deliver on our values of being ambitious, service focused and collaborative.

10. Impact on Risks and Opportunity Register

- 10.1. The approach set out above forms part of the current mitigation of risk 81 – 'Management Board and Executive Team capacity and resilience may not be sufficient to retain clarity of leadership and direction during a critical period of change to the regulatory landscape resulting in delay to the achievement of the IRSP goals and operational, regulatory and organisational priorities.'

11. Publication considerations

- 11.1. This report can be published externally.

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