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# Data Strategy and Responsible Innovation

**Rob Holtom**

*Executive Director, Digital, Data and Technology  
Information Commissioner's Office (ICO)*

in **DigiGov Expo**

**X DIGIGOVEXPO**

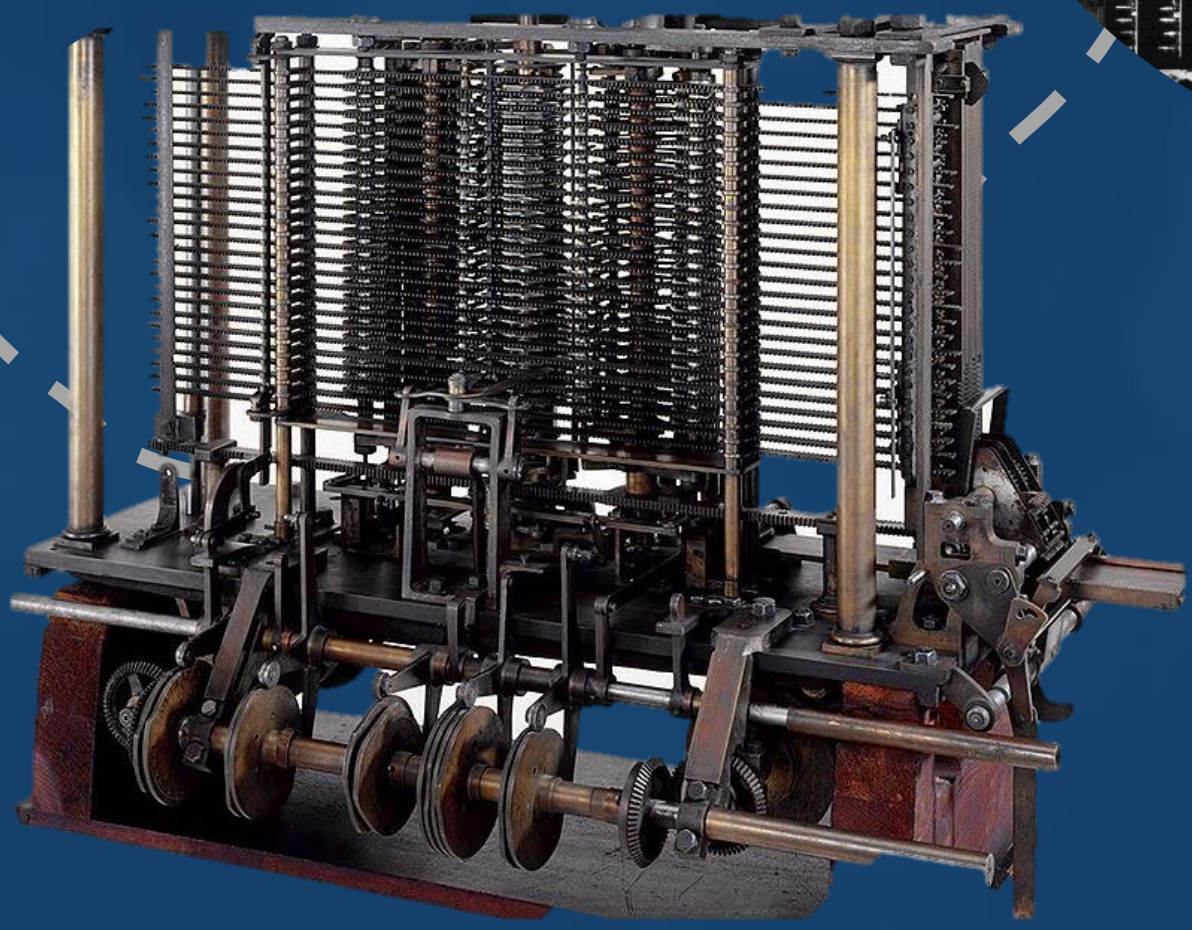
# Data strategy and responsible innovation



Rob Holtom

Executive Director – DDaT, Transformation & Delivery







# The ICO's purpose

To empower you  
through  
information

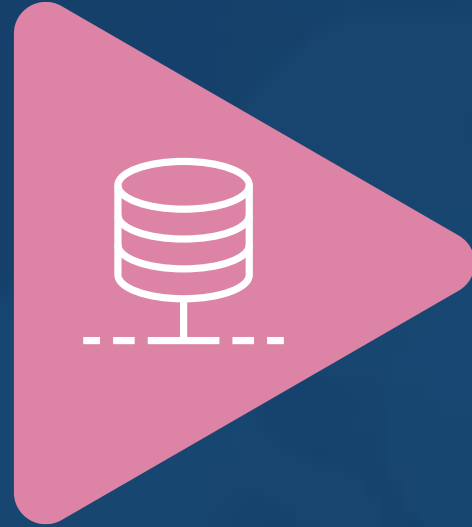


# Our enduring objectives

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1. To safeguard and empower people
2. To empower responsible innovation and sustainable economic growth
3. To promote openness, transparency and accountability
4. To continuously develop the ICO's culture, capability and capacity, driven by our values

data on  
**1.5m**  
organisations



**50**  
In our data  
analyst network



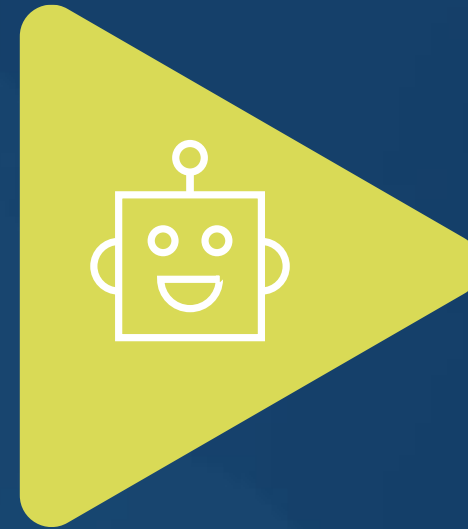
**4.8k**  
cases handled  
each month



**600k**  
monthly sessions  
10x more than  
contact centre

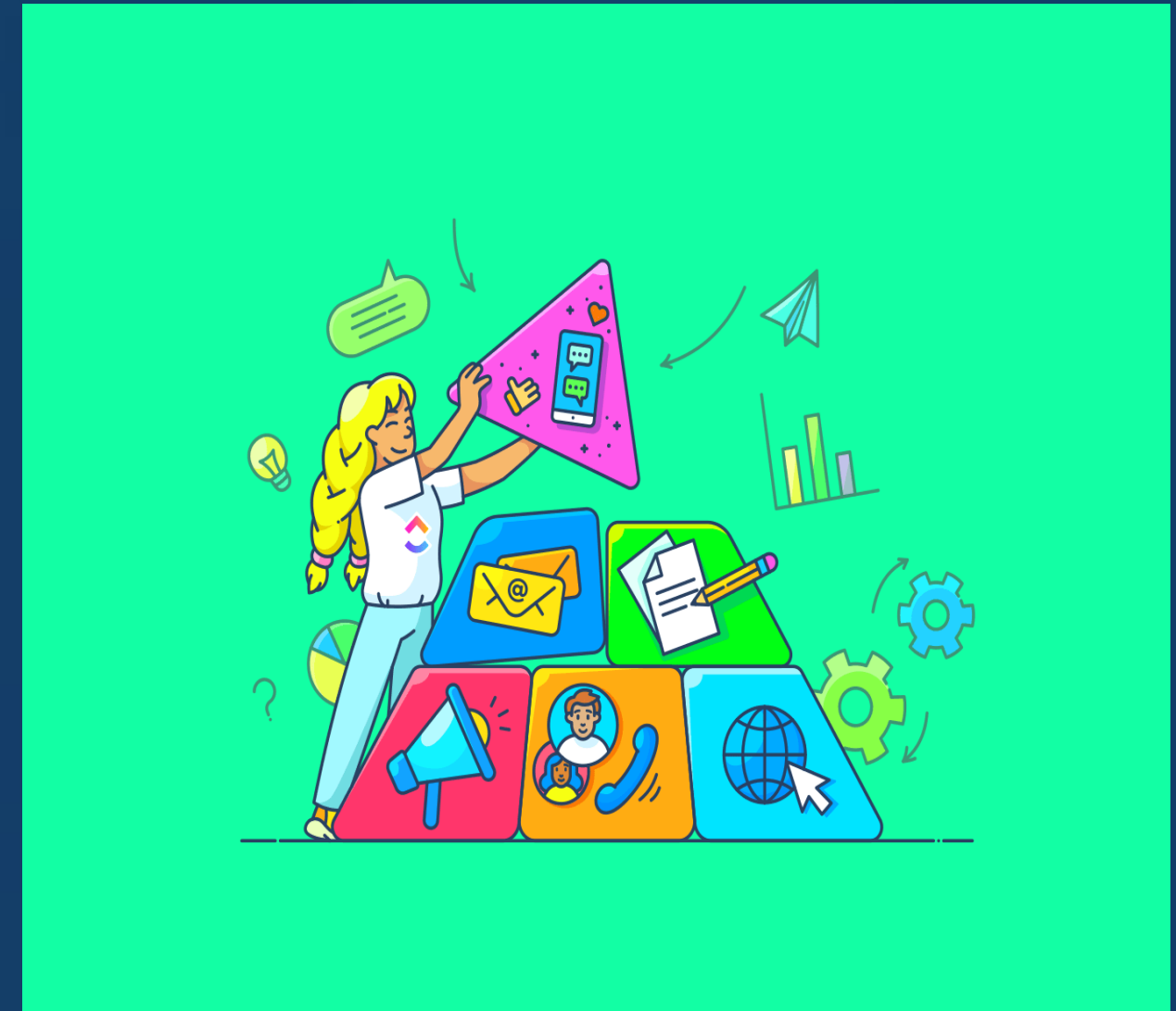


**20k**  
monthly  
automated  
chats



**85%**  
first time response  
accuracy







# Enterprise Data Strategy

Unlocking data as a strategic asset for the ICO



# Our key questions

1

How do we measure our starting conditions?

2

How do we change culture not just grow capability?

3

How do we reflect the ICO's role as data regulator as well as practitioner?

4

How do we do this in the context of rapid AI adoption?

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# Measuring our starting conditions

		1. Beginning	2. Emerging	3. Learning	4. Developing	5. Mastering
1	Engaging with others		●			
2	Having the right data skills and knowledge		●			
3	Having the right systems		●			
4	Knowing the data you have	●				
5	Making decisions with data		●			
6	Managing and using data ethically	●				
7	Managing your data		●			
9	Protecting your data			●		
9	Setting your data direction		●			
10	Taking responsibility for data			●		

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“We are so good at data protection, sometimes it can get in the way of innovation.”

“We are data driven but not data directed. Data is used as a stick, not a tool.”

“We have created a fear of sharing. We forget that data sharing is part of safeguarding.”

“We are not creative with data, but we are good at managing it.”

“I don't know who in the ICO has data skills, so I keep relying on the same people.”

# Guiding Principles

**We democratise**

**We dignify**

**We're disciplined**

**We're daring**



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# Vison Statement

“The ICO will be an exemplar of responsible innovation using data. Data and insight will maximise our impact, guide all our work and accelerate our transformation.”

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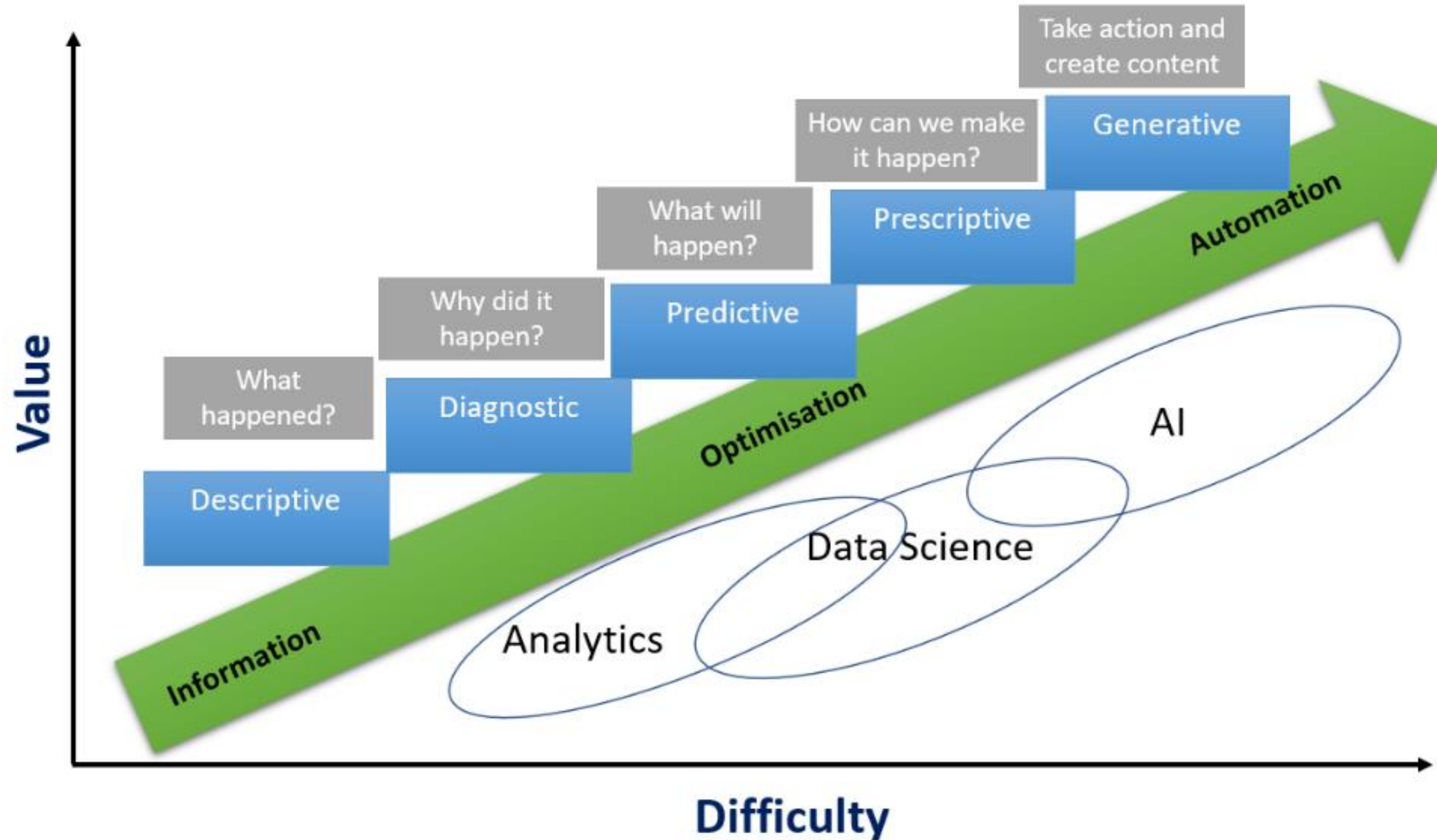
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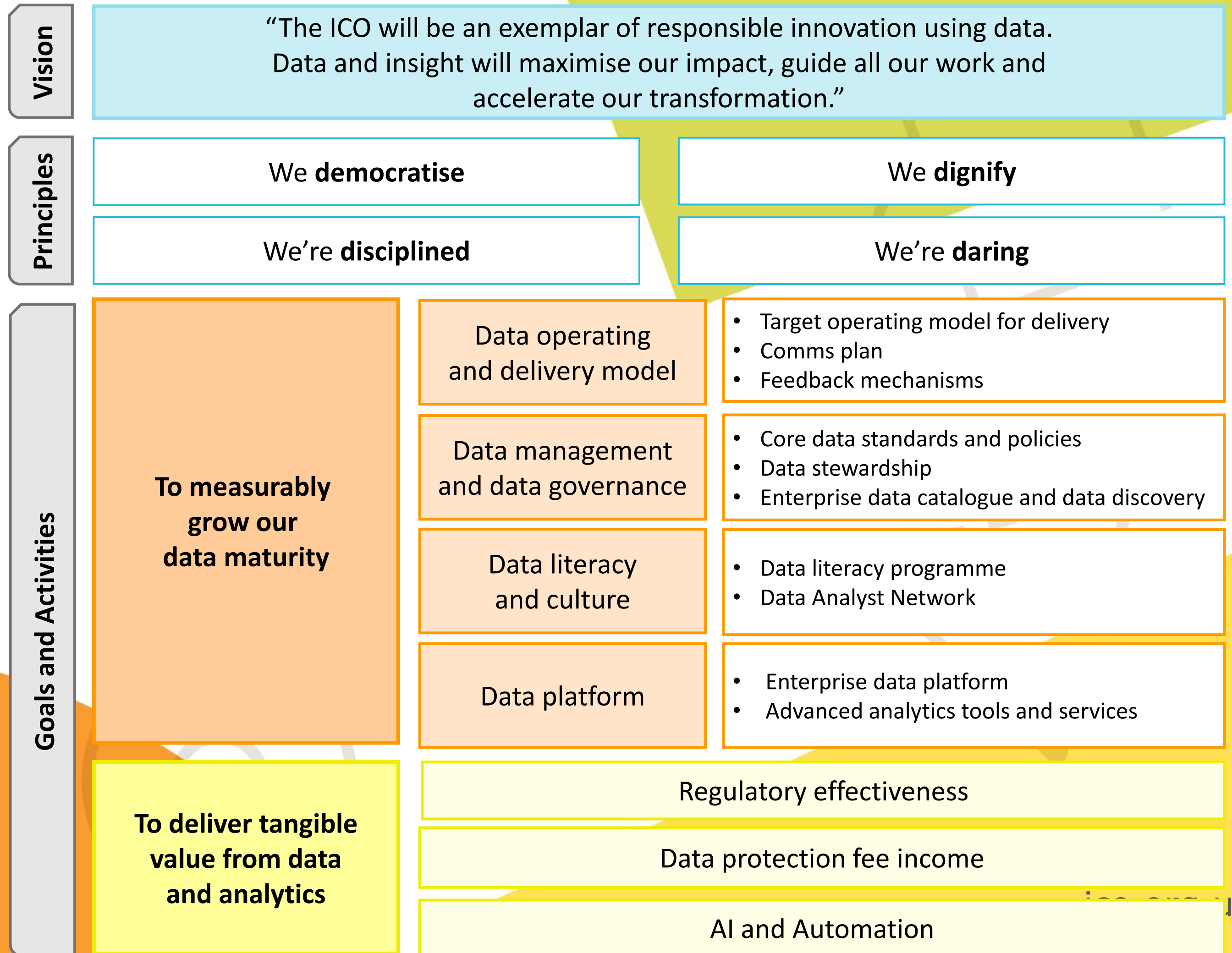
How do we do this in the context of rapid AI adoption?

# AI expands our opportunities and challenges





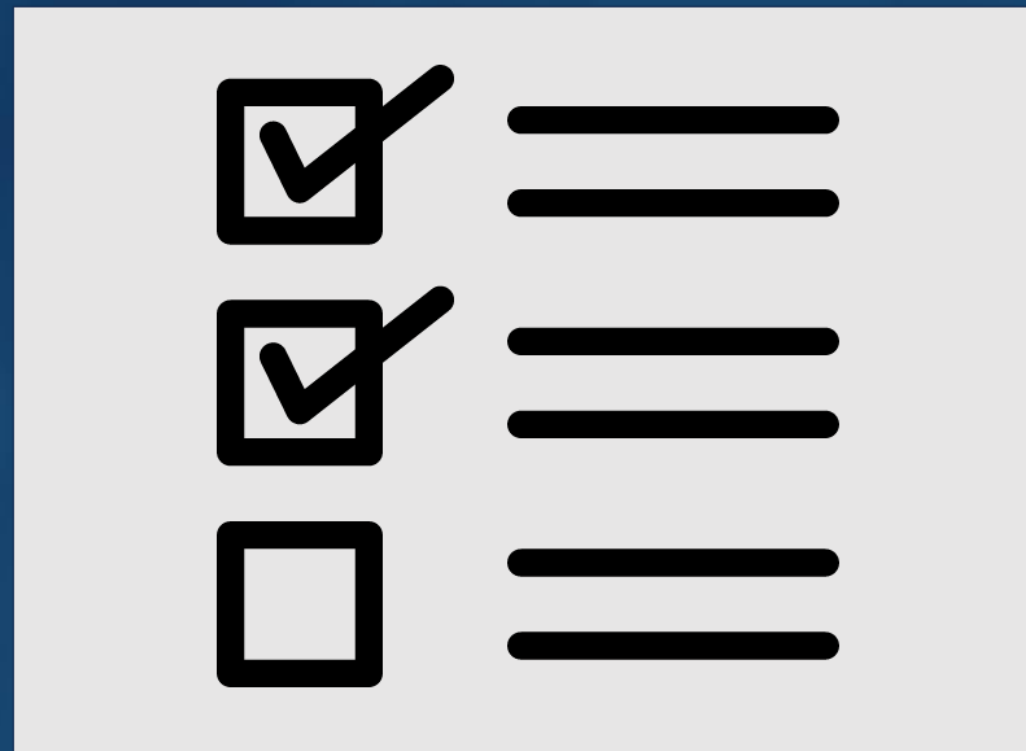
# Enterprise Data Strategy



1) Get the Basics  
Right

2) Keep up with  
developments

3) Ask for help and  
advice



[ico.org.uk](http://ico.org.uk)

# Connect with us

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rob.holtom@ico.org.uk



@ICOnews

