

Senior Leadership Team - terms of reference

1. Purpose

- 1.1. SLT's role is to contribute to and oversee the delivery of the strategic direction set by the Executive Team, and provide challenge where appropriate. It does this through having responsibility for managing the delivery of priorities and goals across the ICO, usually focusing on issues with a delivery horizon of 6-24 months.

2. Goals

- 2.1 SLT has the following goals:

- We shape the culture and behaviours of the organisation to ensure it is appropriate for a modern regulator.
- We support the Executive Team in horizon scanning and setting the strategic direction of the ICO.
- We actively lead on achieving our strategic objectives, inspiring our teams to deliver and ensuring high levels of impact.
- We shape the ICO's risk appetite by identifying and managing risks effectively, looking beyond the ICO for best practice and creating and exploiting opportunities.
- We set high standards of service, oversee the impact and outcomes of our regulatory work and create opportunities to influence.
- We deploy our resources efficiently and effectively.

3. Responsibilities

- 3.1. SLT is responsible for:

- Planning – overseeing the delivery of business plans and ensuring these are aligned to the activities of the organisation with the corporate strategies, plans, risks and opportunities. This would include:
 - Identifying dependencies, opportunities for cross office working and managing these

- Prioritisation of resources across Directorates to deliver these plans
- Updating plans for changes in strategic direction as set by the Executive Team
- Organisational delivery – delivery of plans, including the monitoring and reporting of progress. This would include:
 - Setting and monitoring corporate KPIs and managing delivery and demand
 - Oversight of the delivery of a programme of organisational change and transformation and regulatory priorities through sponsorship.
 - The coordination and delivery of work to address the ICO's regulatory priorities
 - Tracking and responding to changes in demand for ICO services
 - Considering matters and taking decisions on matters relevant to the delivering of business plans and Directorate strategies
- Compliance - Ensuring processes, procedures, resources and structures are in place to support organisational delivery. This would include:
 - Approval of internal strategies or policies
 - Keeping the risk register updated and delivering mitigating action plans
 - Reviewing and monitoring monthly spending and financial plans

3.2. The Senior Leadership Team also specifically oversees programmes of work which deliver the ICO's regulatory priorities and transformational change. Each SLT member have a sponsorship role for one or more of the ICO's regulatory priorities or change programmes. These will have project or programme boards where required, and the sponsor will report progress to SLT on a regular basis.

4. Frequency of meetings

4.1. SLT meets on a formal basis once a month.

- 4.2. In addition, SLT will have informal “quarterly meetings” once per quarter, usually in January, April, July and October. These meetings will usually be scheduled for the whole day, at which SLT will hold detailed discussions on strategic issues. Heads of Departments may also be invited to some or all of these meetings.

5. Authority

- 5.1. SLT’s authority derives from the Executive Team.

6. Composition

- 6.1. The SLT consists of the Information Commissioner, Executive Directors and Directors. The following Directors will usually attend all meetings:
- Director of Corporate Affairs and Governance
 - Director of Corporate Communications
 - Director of Digital, IT & Customer Services
 - Director of Public Advice and Data Protection Complaints Service
 - Director of Freedom of Information Complaints & Compliance
 - Director of High Profile Investigations & Intelligence
 - Director of Investigations
 - Director of Legal Services (Regulatory Strategy & Commercial)
 - Director of Legal Services (Regulatory Enforcement)
 - Director of Regulatory Assurance
 - Director of Resources
 - Director of Regulatory Strategy (Domestic)
 - Director of Regulatory Strategy (International)
 - Director of Regulatory Strategy (Parliament & Government Affairs)
- 6.2. The Information Commissioner, Deputy Chief Executive Officer (Executive Director – Corporate Strategy and Planning), Deputy Commissioner (Executive Director – Regulatory Strategy), Deputy Commissioner (Executive Director – Regulatory Supervision) and Executive Director – Technology and Innovation may all also attend SLT meetings, but are not required to do so.

- 6.3. The Head of Corporate Communications will also attend SLT meetings. Other ICO staff will be invited to attend all or part of SLT meetings as required.
- 6.4. Each meeting will be chaired by a Director. The chair will rotate around Directors on a quarterly basis. In the event that the nominated chair is unable to attend a meeting, they will nominate a deputy to chair the meeting in their absence. Corporate Governance will maintain the chairing rota.
- 6.5. The chair will attend ET meetings during their period as chair, to ensure a strong link between SLT and ET.

7. Quorum

- 7.1. A regular SLT meeting is quorate with at least seven members present.
- 7.2. There is no quorum for the quarterly meetings.
- 7.3. In the event that a meeting is inquorate, the convention is that those members present will continue to meet and discuss the scheduled reports. They will seek to have any decisions ratified by SLT at the next quorate meeting. Urgent ratification may be sought from SLT by email, if required.

8. Considering reports by email

- 8.1. SLT has agreed that it will consider reports by email where appropriate, particularly those reports not likely to require significant discussion. Corporate Governance will facilitate this.
- 8.2. Any reports considered on this basis must receive sufficient responses to constitute the quorum for an SLT meeting. SLT will usually be given one week to consider reports circulated by email, but if a clear consensus emerges before that, the decision may be implemented sooner. If significant discussion is required, the report should be referred to the next SLT meeting.
- 8.3. Corporate Governance will provide a report to each SLT meeting on any matters considered by email, the comments received and the outcome of the consideration.

9. Information requirements

- 9.1. Each member of SLT is responsible for ensuring that arrangements are in place within their Directorate to enable SLT to discharge its

responsibilities effectively, including the timely provision of information in an appropriate form and quality.

- 9.2. SLT will receive regular updates on matters considered by the Executive Team.

10. Budget

- 10.1. There is no specific budget for SLT meetings. Any work commissioned by SLT will be funded from budgets within the relevant Directorate(s).

11. Secretariat

- 11.1. Secretariat is provided by the Corporate Governance Team.

12. Evaluation

- 12.1. SLT should ensure that arrangements are in place to enable it to discharge its responsibilities effectively, including a formal annual evaluation of SLT's performance (as a governance forum; evaluation of individual SLT members is performed through line management practices).

13. Links to other forums

- 13.1. The chair of SLT will attend Executive Team meetings to ensure a strong link between SLT and ET. In addition, minutes of all SLT meetings will be provided to Management Board on a quarterly basis.
- 13.2. SLT will consider issues referred to it from Service Delivery Groups where appropriate.
- 13.3. The Strategic Communications Planning Group will also report to SLT as appropriate. Membership of that Group is a subset of SLT members.

