

Executive Team - Terms of reference

1. Purpose

- 1.1. The Executive Team sets the overall strategic direction for the organisation to ensure it achieves its long-term objectives. The Board is overseen by the Management Board, which holds the Executive Team to account for the leadership and regulatory outcomes of the ICO.
- 1.2. This role includes formal decision-making, identifying the direction of overall policies for subsequent development, and coordination of work within and between Services.
- 1.3. It has five main areas of focus:
 - Position of the organisation as the information rights regulator – setting the vision and mission and ensuring that all activities, either directly or indirectly, contribute towards it. Long-term horizon scanning, ensuring the strategic direction is based on a collective understanding of policy issues; using outside perspective to ensure that the ICO is challenged on its outcomes and understanding the perspective of others, in particular the regulated community and the public.
 - Setting the tone and culture of the ICO – setting the ICO's risk appetite and ensuring controls are in place to manage risk; agreeing and monitoring the ICO's people related strategies and plans, monitoring the organisation's compliance culture and ensuring there is a clear vision for the way the ICO works and understanding of its values.
 - Ensuring the ICO has the capacity and capability it needs - determining sign-off of large operational projects or programmes; ensuring sound financial management; scrutinising the allocation of financial and human resources to achieve the plan and ensuring organisational design supports attaining strategic objectives. Evaluation of the Board and its members and succession planning to

activities; driving the ICO to be an effective, modern, independent regulator.

- Monitoring the performance of the ICO towards achieving its strategic goals – ensuring clear, consistent, comparable performance information is used to drive improvements and demonstrate the impact of the work of the organisation. Monitoring and steering performance against plan; scrutinising performance and setting the ICO's standards and values, holding the Executive to account for delivery of its plans and strategies.

2. Responsibilities

- 2.1. The Executive Team considers and makes decisions on the issues of greatest strategic importance to the ICO.
- 2.2. The Executive Team also considers and approves recommendations from the Senior Leadership Team.
- 2.3. The Executive Team also consider speaking requests referred to it by the Engagements Triage group.

3. Authority

- 3.1. The authority for the Executive Team derives from the Commissioner.
- 3.2. As a Corporation Sole, all formal powers and duties rest with the Commissioner. In line with the scale and complexity of the ICO's role and remit the Commissioner has formally delegated responsibility to exercise some of these powers to her staff. The exercising of these powers may be discussed at meetings of the Executive Team. The Commissioner, as a Corporation Sole, will always have the right to set a course of action that is contrary to the majority view of the Executive Team.

4. Composition

- 4.1. The Executive Team comprises:
 - The Information Commissioner
 - Deputy Chief Executive Officer and Chief Operating Officer (Chair)
 - Deputy Commissioner and Chief Regulatory Officer
 - Deputy Commissioner (Executive Director – Regulatory Strategy)

- Deputy Commissioner (Executive Director – Regulatory Innovation and Technology)
 - General Legal Counsel
 - Executive Director (Strategic Change and Transformation)
 - Executive Director (Regulatory Futures and Innovation)
- 4.2. The Commissioner has designated the Deputy CEO and Chief Operating Officer to be responsible for the ICO's day-to-day leadership, performance and administration. The Commissioner has designated the Chief Regulatory Officer to be responsible for the ICO's regulatory decisions and outcomes. The Commissioner retains overall responsibility for both of these areas.
- 4.3. The Director of Corporate Communications will also attend meetings of the Executive Team.

5. Frequency of meetings

- 5.1. The Executive Team meets once a month on a formal basis.
- 5.2. In addition, the Executive Team will meet once a week on an informal basis. Private Secretaries to members of the Executive Team will also attend these meetings.

6. Quorum

- 6.1. A formal meeting of the Executive Team is quorate with at least three members present.
- 6.2. Informal meetings of the Executive Team have no quorum.

7. Information requirements

- 7.1. The Executive Team should ensure that arrangements are in place to enable it to discharge its responsibilities effectively, including the timely provision of information in an appropriate form and quality. This should include quarterly reports on:
- income and expenditure;
 - operational performance;
 - strategic information rights issues; and
 - risk.
- 7.2. Each Executive Director is responsible for ensuring that arrangements are in place within their Service to enable the Executive Team to discharge its responsibilities effectively,

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

8. Budget

- 8.1. The Executive Team has no specific budget. Any work commissioned by the Executive Team will be funded from budgets within the relevant Service.

9. Secretariat

- 9.1. Secretariat for the formal meetings is provided by the Corporate Governance Team.
- 9.2. There is no secretariat for the informal meetings.

10. Evaluation

- 10.1. The Executive Team should ensure that arrangements are in place to enable it to discharge its responsibilities effectively, including a formal annual evaluation of the Executive Team's performance (as a governance forum; evaluation of individual Executive Team members is performed by the Commissioner).

11. Links to other forums

- 11.1. The Executive Team will refer issues to the Management Board where appropriate.
- 11.2. The Executive Team will consider issues referred to it from the Senior Leadership Team and its Boards where appropriate.

