

Meeting: Management Board

Date: 17 May 2021

Agenda item: 9

Time: 20 minutes

For decision

Presenter: Louise Byers

1. Topic

1.1. Risk and Opportunity Register

2. Issue

2.1. To provide the Management Board with assurance on the ICO's corporate risk and opportunity register.

3. Reason for report

3.1. Management Board review the ICO's corporate risks and opportunities at each meeting as part of its formal risk and assurance governance function.

4. Background

4.1. Corporate risks are subject to a full review by the Risk and Governance Board on a bi-monthly basis, with the most recent review having taken place in April 2021. The Audit Committee also reviewed the updated register at its April meeting.

5. Overview of updates to the corporate risk register

5.1. Since the Management Board last met in March 2021, the next iteration of the corporate risk review has been completed, where all risks on the corporate register are reviewed by risk owners and any amendments considered by the Risk and Governance Board. As a result of these reviews, the following updates have been made to the Corporate Risk Register:

- R83: Staff wellbeing and welfare: the current score for this risk has increased from 12 to 16 to reflect the increased challenges in this area due to the ongoing lockdown.
- R84: Major incident: The gross score has reduced from 25 to 20, and the net score reduced from 15 to 12, due to the

reduced likelihood of a further major incident occurring at the present time and to reflect progress in this area since the beginning of the pandemic.

- R85: Managing ICO reputation: the target score has increased from 4 to 6, to reflect the external variables which are beyond our control.
- R88: Future role of the ICO: the risk description has been rephrased, in line with a request from Management Board. This change was reported to the Management Board at its meeting in March.
- R26: Improving Productivity: ownership of this risk has been moved from Mike Fitzgerald to Paul Arnold, to reflect that actions to mitigate this risk are wider than IT issues, and encompass the full scope of the Corporate Strategy and Planning Service. Further work will be undertaken to review this risk and ensure the different aspects of productivity are captured.

5.2. In addition, the following potential updates were identified as requiring further work coming out of this iteration of the review:

- R10: Statutory Codes: the Directors responsible for the production and delivery of the various statutory codes will meet to review the wording of this risk. This is required as the risks are at different stages of development and it is necessary to consider whether having a single corporate risk is appropriate to manage the risks. The alternative would be to divide this risk into multiple risks for each individual Code, with these risks being held within Directorate risk registers.
- R73: Compliance culture: The Audit Committee recently conducted a deep dive to gain assurance that appropriate measures were in place to ensure that the ICO's complied with all of its statutory duties. This risk will be reviewed in the next iteration of the risk review to ensure that it is appropriate phrased and scored, following the outcomes of that work.

5.3. The tables below are to inform the Management Board on progress against key risks, please note for threats the highest rated are highlighted in the highest rated table and for opportunities the lowest scoring is highlighted as the scoring mechanism is reversed for threats and opportunities. **Annex A** shows a heat map of the threats and opportunities.

Table 1: Highest Rated Corporate Risks

Ref	Type	Risk Title	Rating	Direction
R4	Threat	Capacity and Capability	20 High	Static ↔
R73	Threat	Compliance Culture	16 High	Static ↔
R46	Threat	Financial Resilience	16 High	Static ↔
R83	Threat	Staff Welfare and Wellbeing	16 High	Increasing ↑
R71	Opp'ty	Online Harms	6 Med	Static ↔

Table 2: Risk Watch List

Ref	Type	Risk Rating	Rating	Direction
R84	Threat	Major Incident	12 Med	Reducing ↓
R10	Threat	Statutory Codes	12 Med	Static ↔
R61	Threat	Litigation Resource	12 Med	Static ↔
R72	Threat	SMEs	12 Med	Static ↔
R87	Threat	International Position	12 Med	Static ↔
R85	Threat	Managing ICO Reputation	12 Med	Static ↔
R90	Threat	Regulatory Action	12 Med	Static ↔
R88	Threat	Future role and structure of ICO	12 Med	Static ↔
R89	Threat	Compensation	12 Med	Static ↔

6. Recommendations

6.1. Management Board is recommended to note the risk register.

7. Alignment with values

7.1. Reviewing the risk register and ensuring that risks to our corporate objectives are being managed helps to ensure we are being ambitious and service focused. It also assists in ensure we focus our collaboration in areas which have the most value in mitigating and managing risk.

8. Link to the Information Rights Strategic Plan

8.1. The risk register helps to prioritise and track actions against all the IRSP.

9. Publication considerations

- 9.1. This report can be published internally and externally. The corporate risk register is published internally, and externally with redactions where appropriate.

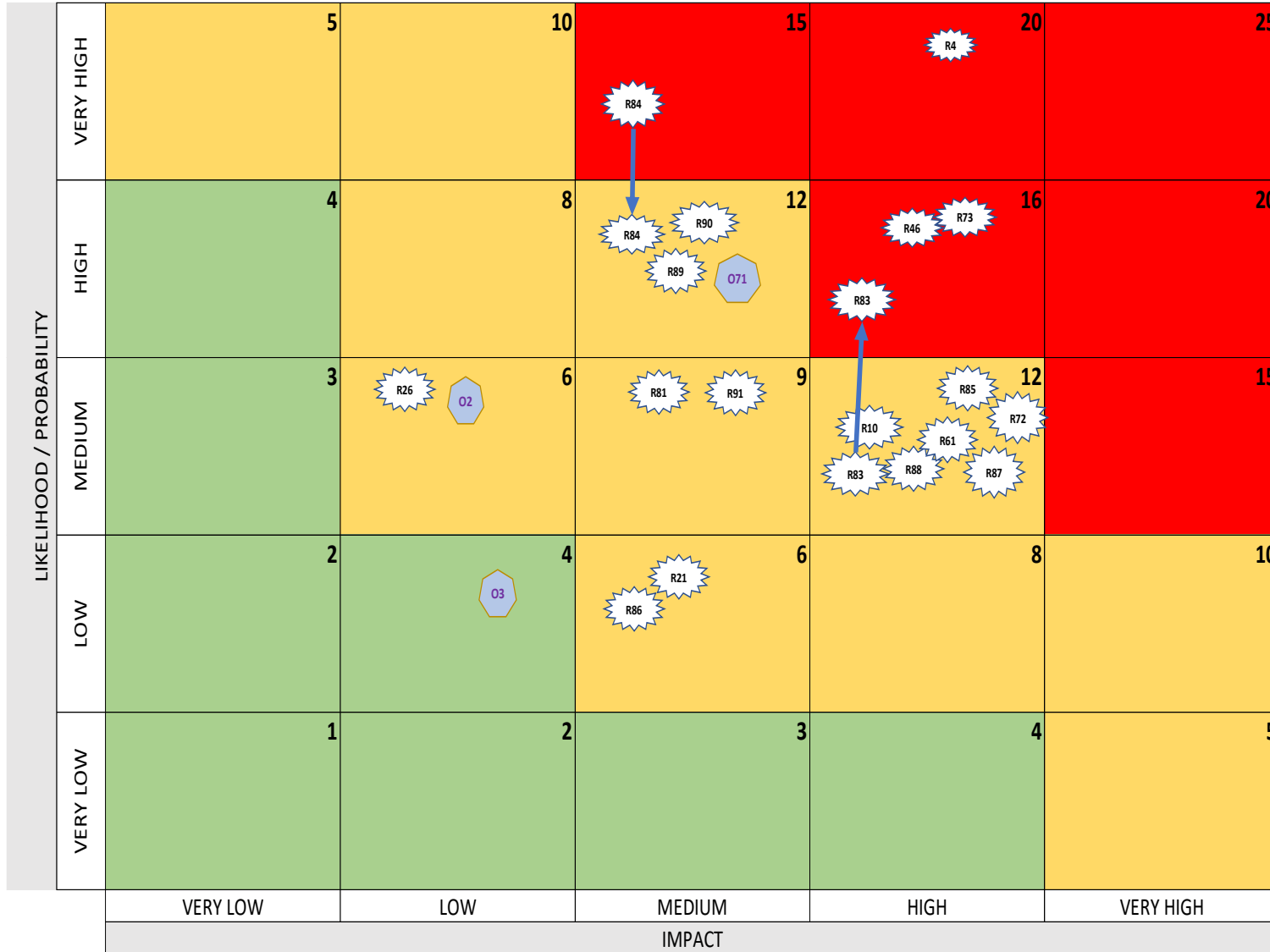
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List of Annexes: Annex 1 – Risk and Opportunity Register Heat map

Annex A – Risk and Opportunity Register Heat Map

ICO CORPORATE RISK HEAT MAP



- Current Scored Risks Key:**
- R4: Capacity and Capability (Th)
 - R73: Compliance Culture (Th)
 - R46: Financial Resilience (Th)
 - R84: Major Incident (Th)
 - R85: Managing ICO Reputation (Th)
 - R90: Regulatory Action (Th)
 - R10: Statutory Codes (Th)
 - R61: Litigation Resource (Th)
 - R88: Future Role and Structure of ICO (Th)
 - R83: Staff Wellbeing and Welfare (Th)
 - R72: SMEs (Th)
 - R87: International Position (Th)
 - R89: Compensation (Th)
 - R91 Targeted Regulatory Activity (Th)
 - R81: Management Board Resilience (Th)
 - R26: Improving Productivity (Th)
 - R21: Cyber Security (Th)
 - R86: Political and Economic Environment (Th)
- Opportunities Key:**
- O3: Expectations Gap (Opp)
 - O2: Service Excellence (Opp)
 - O71: Online Harms (Opp)