

Risk and Opportunity Register - Master Sheet

No.	Date raised	Risk ID Number	Opportunity/risk description (opportunities shaded in blue)	Type	Theme	Current Probability	Current Impact	Current Overall priority	Direction	Proximity	Strategic	Target Probability	Target Impact	Target Overall Priority
1	26/01/18	R1	The way we exit the European Union, and the accompanying uncertainty, impacts on our ability to deliver functions, including significant impact on ICO services supporting businesses. In particular in relation to the status of transfers, legal cooperation and the ICO's role in EDPB.	External	Legal	4	4	16	Same ↔	Medium term	Corporate	3	3	9
2	30/06/17	R2	As a growing regulator and public service provider we fail to build a service culture, with staff engaged in delivering reliable and responsive services which relate to the needs of our varied customers and stakeholders.	Internal	People	3	4	12	Same ↔	Medium term	Corporate	2	2	4
3	30/04/19	R73	As a rapidly expanding organisation we fail to introduce the necessary infrastructure and culture to ensure appropriate compliance with all relevant legal and other obligations expected of a modern regulator	Internal	Legal	4	3	12	Same ↔	Medium term	Corporate	2	3	6
4	27/09/18	R10	Failure to deliver statutory codes of practice within the prescribed timeframes and in a way that delivers the outcomes we desire as a regulator	External	Policy	3	4	12	Same ↔	Medium term	Corporate	2	2	4
5	13/04/18	R11	ICO fails to deal with issues arising from Operation Cederberg in a timely and effective way; in particular in relation to the public challenge to ICO regulatory decisions.	Internal/ External	Reputation	3	4	12	Same ↔	Short term	Corporate	2	2	4
6	22/09/18	R26	Opportunity to identify new technologies to improve productivity	Internal	IT	3	4	12	Same ↔	Medium term	Corporate	2	2	4
7	30/07/18	R46	Our financial forecasts are inaccurate and we underachieve our income targets or overspend on costs budgets	Internal	Finances	4	3	12	Same ↔	Medium term	Corporate	2	3	6
8	19/02/19	R71	The ICO does not successfully inform the future regulation of online harms which undermines its role as the UK's information rights regulator.	External	Policy	3	4	12	Same ↔	Medium term	Corporate	2	2	4

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9	19/09/18	R8	ICO fails to maintain and develop strategic international relationships which impact on UK global data protection and privacy concerns' – this covers EU and US relationships as well as other international relationships which are needed to UK public's interests are protected	Strategic	Policy	3	4	12	Same ↔	Medium term	Corporate	3	3	9
10	01/04/17	R29	ICO is not a relevant, tech savvy regulator.	External	Policy	3	4	12	Same ↔	Medium term	Corporate	2	2	4
12	28/06/17	R3	ICO fails to meet expectations when dealing with its regulatory action priorities in a timely and effective way; and hence does not meet the wide range of expectations of stakeholders.	Internal/ External	Reputation	3	3	9	Same ↔	Medium term	Corporate	3	2	6
13	02/09/19	R81	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	Internal	People	3	3	9	Same ↔	Medium term	Corporate	2	2	4
43	01/04/17	R4	ICO fails to have the organisational capacity to respond to current demand for our public services	Internal/ External	Ops	2	4	8	Down ↓	Medium term	Corporate	2	2	4
44	27/11/18	R61	The impact of unpredictable and/or significant litigation costs on financial forecasts and budgets	Internal	Finances	2	4	8	Down ↓	Medium term	Corporate	2	3	6