

Management Board – for assurance

Meeting agenda title: ICO Corporate Scorecard

Meeting date: 20 March 2023

Time required: 10 minutes

Presenter: Louise Byers

Approved by: Paul Arnold

1. Objective and recommendation

- 1.1. To present the ICO's latest corporate scorecard for assurance and discussion.

2. History and dependencies

- 2.1. Following review by Management Board in November, our quarter two scorecard was published on our website at:
<https://ico.org.uk/about-the-ico/our-information/our-performance/>
- 2.2. This report presents the next scorecard for 2022/23, updated to include data and commentary for quarter three (Q3), and restructured in line with the existing performance measures which support ICO25.

3. Developing a common understanding

- 3.1. We continue to develop our 'outcome' and 'sentiment' measures in support of ICO25, as well as the measures underpinning the shifts of approach in support of Objective 4 ("Continuously develop the ICO's culture, capacity and capability").
- 3.2. 'Performance' measures for Objectives 1 – 3 are already in place, and are presented in the annex to this paper with updated Q3 figures.

4. Matters to consider to achieve objective

RAG Ratings

- 4.1. Performance measures are rated 'red', 'amber' or 'green' based on the latest quarter position, and these classifications are predominantly applied to our corporate performance measures using the following performance tolerances:
 - Green: performing at, or above, target
 - Amber: at risk, or within 10% of target
 - Red: off track, or more than 10% away from target

However, against performance measures where a 10% RAG tolerance is less appropriate due to the polarity of the measure –

eg measures targeting 'less than 1%' – RAG ratings are applied on the following basis:

- Green: performing at, or less than, 1%
- Amber: greater than 1%, but less than 2%
- Red: greater than 2%

An explanatory key is included in the scorecard annex.

Direction of travel

- 4.2. Out of the 22 measures in the corporate scorecard, 13 are green, 3 are amber, 5 are red and 1 does not have a rating this quarter, due to being an annual measure.
- 4.3. Since the Q2 report, 12 measures have shown improvement in performance, with sustained performance against 5 of our measures. 1 is a new measure with no previous comparator.
- 4.4. Performance against 4 of our measures has decreased between quarters, although 1 of these measures (% of Freedom of Information tribunal hearings in our favour) is performing green and above target. 1 measure (response to Information Access Requests within statutory deadlines) is performing amber, decreasing by only 0.7% to 96.3%, but given its consistent performance above 95% since the end of the recovery plan, is not forecasted to slip into red performance. No additional interventions are recommended for these measures. The other 2 measures with decreasing performance between quarters are currently performing red (% of investigations closing within 12 months of starting, and response to FOI concerns within 6 months) and further detail is provided against these measures in the scorecard for Management Board to consider.
- 4.5. Although performance is green against our % of personal data breach reports within 30 days measure, a lagged negative impact is currently forecasted for Q4 due to backlog issues, which are outlined in the scorecard.

5. Further development and ICO25

- 5.1. As reported previously, work has commenced on developing the research and insight function at the ICO, and in February a further meeting was held of a working group (comprising colleagues in Communications, Planning and Performance and Regulatory Policy) to further progress the work programme in baselining our 'outcome' and 'sentiment' measures.
- 5.2. ICO25 measure commitments are currently being reviewed for alignment with existing intelligence in order to identify any data gaps and inform the full work programme for commissioning research.

- 5.3. We will regularly update Management Board each quarter on progress, anticipated timelines, and next steps once the measure mapping exercise has been completed.

6. Areas for challenge

- 6.1. The scorecard was last received by Management Board in November, and has been updated with latest data. The Board may wish to consider:
- Have appropriate details and management actions been included in support of our 'red' performance measures?
 - Do any 'amber' measures cause any trend concern, or would any benefit from additional information?

7. Communications considerations

- 7.1. We will internally and externally publish the scorecard once reviewed by Management Board.

8. Next steps

- 8.1. The next steps for this work are:
- To continue to work with colleagues in commissioning the relevant research for our outcome and sentiment measures.
 - Publish the Q3 scorecard both internally and externally.

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List of Annexes: ICO25 Performance Scorecard – Q3

Publication decision: This report can be published internally and externally without redaction.

Outcome reached: