

# Management Board – for assurance

**Meeting agenda title:** ICO Corporate Scorecard

**Meeting date:** 16 May 2022

**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 March, our Q3 scorecard was published on our website at: <https://ico.org.uk/about-the-ico/our-information/our-performance/>
- 2.2. This report presents the latest scorecard, including data for quarter four (Q4), in addition to whole-year outturn data.

## 3. Developing a common understanding

- 3.1. The corporate scorecard comprises measures in three areas:
  - 1) **Performance** – the efficiency and timeliness of the services we provide; focused on existing output and throughput measures including those in our Customer Service Charter.

Whilst these measures are now in place, we are continuing to develop our research and insight to enable us to judge the impact of our regulatory interventions. Part of this will include identifying and introducing a series of 'outcomes' and 'sentiment' measures to be included in future corporate scorecards:

- 2) **Outcomes** – the impact and effectiveness of the work we do; based on external research to understand the difference our interventions and choices make for individuals and organisations.
  - 3) **Sentiment** – the wider views and opinions of our customers and stakeholders of the cumulative impact and influence of our work on the areas we regulate.
- 3.2. We are presently commissioning research to inform the development of our 'outcome' and 'sentiment' measures. Our 'performance' measures are provided in the annex to this paper which also provides Q4 figures alongside previous in-year data, in

order to provide the Board with a greater understanding of the direction of travel between quarters.

#### 4. Matters to consider to achieve objective

##### Direction of travel

- 4.1. Out of the 23 measures in the corporate scorecard, 8 are green, 5 are amber, 6 are red and 4 do not have a rating this quarter, either due to being annual measures, or not appropriate for RAG rating.
- 4.2. Since the Q3 report, 7 measures have shown improvement in performance, with sustained performance against 5 of our measures. Performance against 8 of our measures has decreased between quarters, although 3 of these measures are still performing at, or exceeding, their overall target. Our 'red' measures with decreasing performance have recovery plans in place, and commentary is provided across all measures in the scorecard annex to this report to give further context.

##### RAG ratings

- 4.3. 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 the 3 performance measures where a 10% RAG tolerance is less appropriate due to the polarity of the measure – i.e. the 3 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 has been added to the scorecard annex to clarify this RAG ratings approach.

##### Future development

- 4.4. As reported in March, work has commenced on how to develop the research and insight function at the ICO. This is a significant programme for the ICO and includes the development of high quality research to enable the ICO to foresee challenges and judge the impact of regulatory actions. Part of this will also include identifying and measuring a series of 'outcome' and 'sentiment' measures to be included in the corporate scorecard.

- 4.5. A small working group is exploring the work needed to commission short term research that will help to inform the development of these measures, and this work will be progressed in 2022/23. The annex continues to provide an overview of the types of questions we anticipate including in our stakeholder research.

## 5. Areas for challenge

- 5.1. The scorecard was last received by Management Board in March, and has been updated with latest data. The Board may wish to consider:
- Have appropriate management actions been identified alongside our 'red' performance measures?
  - Whilst work is ongoing on the development of our ICO25 Plan, and work in 2022/23 will be undertaken to align this plan and the scorecard, would Management Board like to see any specific additional measures added into the scorecard in the interim?

## 6. Communications considerations

- 6.1. We will internally and externally publish performance against the measures in the scorecard.

## 7. Next steps

- 7.1. The next steps for this work are:
- To continue to work with colleagues in Regulatory Futures and Communications to commission the relevant research for the outcomes and sentiment measures within the scorecards.
  - Publish the scorecard both internally and externally.

**Author:** Rob Barnett, Planning and Performance Group Manager

**Consultees:** Louise Byers - Director of Corporate Planning, Risk and Governance; Joanne Butler - Head of Corporate Planning, Risk and Governance.

**List of Annexes:** Management Board scorecard – Q4 figures.

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

**Outcome reached:**