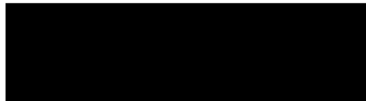





UK Hydrographic Office

Admiralty Way
Taunton
Somerset
TA1 2DN

Telephone:
E-mail:
Website:


www.gov.uk/ukho


REF: FOI2021_03795

04 May 2021

Dear 

Thank you for your email of 06 April 2021 requesting the following information:

"I wish to submit a request for some of the organisation's information around the internal plans and strategy documents around ICT.

The ICT documents I require is the most recent update.

I wish to obtain the following documents:

- 1. ICT/IM&T/IS Strategy- The IT department strategy or plans, highlights their current and future objectives.*
- 2. ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.*
- 3. ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.*
- 4. ICT Capital Programme/budget- A document that shows financials budget on current and future projects.*

If some of these documents are not valid, please state when the 2020 onwards ICT documents are planned to be published."

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the UKHO, and I can confirm that all information in scope of your request is held.

The information you have requested can be found in Annex A and the respective attachments, but some of the information is exempt under Section 40(2) (personal data) and the qualified exemption section 43 (Commercial interest) of the FOIA and has been withheld.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act and General Data Protection Regulation 2018. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

Section 43 is a qualified exemption and is subject to public interest testing which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure. Section 43 has been applied to some information as disclosure of the information would release deliverables and projects which are core to our strategy. This would provide a competitive advantage to potential future suppliers who are aware of the information prior to commencement of any public procurement exercise, weakening UKHOs ability to negotiate effectively and could distort the market for a future competition. The public interest test concluded that while release of this information would promote openness and transparency, the balance of the public interest lay in withholding this information.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely,

UKHO Secretariat

Annex A:

1. ICT/IM&T/IS Strategy- The IT department strategy or plans, highlights their current and future objectives.

Please see attached 'Item 1: Digital and Technology strategic principles' and 'Item 1b_ UKHO Data Principles'. This is the current MOD strategic plan which was published 2019 and contained a multi-year strategy to the vision of transforming digital and information capability.

For further information, please see the MOD digital and information technologies strategy using the link below.

<https://www.gov.uk/government/publications/digital-and-information-technologies-strategy/digital-and-information-technologies-strategy>

2. ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.

Please see attached 'Item 2 IT Organisational Chart'.

Section 40(2) has been applied to names of staff who are not SCS and above.

3. ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.

Please see attached 'Item 3 _ Business Plan 2021/22'. Some information is withheld under Section 43.

4. ICT Capital Programme/budget- A document that shows financials budget on current and future projects.

Spend and forecast spend can be found in our annual report and accounts. Please use the following link for the 2019/2020 annual report and accounts:

<https://www.gov.uk/government/publications/uk-hydrographic-office-annual-report-2019-to-2020>

Digital and Technology strategic principles v0.6

Overview

Digital, data and technology play a critical role in all aspects of the UK Hydrographic Office operations. We operate a matrix management structure whereby staff from the Technology directorate are embedded across the whole office. As a result, the delivery of products and solutions is distributed across the whole office rather than centralised in one directorate.

This document details the approach to digital and technology for the whole office and not just one directorate. It will ensure that the UKHO develops the skills, tools and approaches which will allow it to effectively deliver its vision.

As detailed in our annual report we are transitioning to being the world's leading Marine Geospatial Information Agency by 2020. Core to this is moving from being an end-product focussed organisation to a data focussed one. The UKHO currently maintains an end-product mindset and the principles below detail how we will ensure that being data-centric is at the core of all we do.

Principles

The UKHO is keen not to create new ways of working or reinvent approaches. Excellent work has already been carried out across government and the following principles are inherited from these. All work undertaken will abide by the following principles.

1. We will put user needs first
 - We will understand our users and their needs.
 - We will not undertake work unless there is a defined user need.
 - We will iterate frequently, improve based on user needs and will not aim for perfection when good is enough.
2. We will be open
 - We will be open by default and will publish our code (where relevant).
 - We will use open source first to improve transparency, flexibility and accountability.
 - We will build technology that uses open standards to ensure deliverables are as interoperable as possible.
 - We will actively communicate the work we are doing across government and wider.
3. We will be cloud first
 - We will use cloud first as stated in the government's cloud first policy. If we choose an alternative, we will demonstrate the reasons for this.
 - We will use commodity services and solutions by default to ensure the number of unsustainable bespoke applications and platforms are minimised.
4. We will make things secure
 - We will keep systems and data safe with the appropriate level of security.
 - We will ensure that security is integral to all delivery from conception with cohesive multidisciplinary team working.
 - We will ensure that the users of our systems and services have their data protected by integrating privacy as an essential part of our systems, as defined by the General Data Protection Regulation.

5. We will share, reuse, adapt and maintain technology
 - We will avoid duplication and unnecessary investments by sharing and reusing services, information, data and software components across the organisation and via Government communities, platforms and common technology.
 - We will ensure our technology will work with existing technologies, processes and infrastructure in our organisation, and adapt to future demands.
 - We will focus on service integration and not system coupling which would reduce service resilience and interoperability.
6. We will use 'just-enough' governance
 - We will have a light-touch, but robust, approach to governance which will ensure speedy delivery while abiding to an overall enterprise architecture.
 - We will not, without good reason, put tactical deliverables ahead of strategic approaches.
 - We will ensure that all deliverables abide to these principles
7. We will make better use of data
 - We will optimise data collection and reuse data to avoid duplication of datasets.
 - We will make data easily accessible via APIs for internal use (and external when applicable)
 - We will meet all our open data responsibilities.
 - We will use data science to enable efficiencies and opportunities
 - We will collect performance data and use this to measure our success.
8. We will attract and retain great people
 - We will develop skills via formal training, on the job training and secondments. Where we don't have the relevant skills, we will work with outcome based service providers to provide flexibility and ensure knowledge transfer for core skills.
 - We will develop staff through Practices and Guilds which will span across all digital, data and technology areas to ensure that our agile multidisciplinary teams are as good as they can be.
 - We will continue to invest in STEM activities and apprenticeships to ensure we have a diverse workforce with the right skills and capabilities.

These principles have been inherited from the Technology Code of Practice and the Government Digital Government Service Standard.



The United Kingdom Hydrographic Office Data Principles (*Content and Technology*)

2019-2021

The following UKHO Data Principles exemplify Best Practice for the reception, handling, processing, exploitation and onward transmission of marine geospatial data. These principles guide and inform how the UKHO will deliver upon its goal of becoming a world-leading Marine Geospatial Intelligence Agency (MGIA), servicing the emerging global Blue Economy alongside traditional SOLAS markets.

The four overarching UKHO Data Principles are as follows and are expanded upon overleaf ...

- 1. Data is an Asset that has Value**
- 2. Data must be Safeguarded**
- 3. Data must be Easy to Use**
- 4. Data must be Fit for Purpose**

1. Data is an Asset that has Value

a. We Source Once, Use Many

Making use of a dataset multiple times increases productivity and efficiency, by spreading out the resource overhead in acquiring and ingesting any given dataset over multiple instances of its subsequent use. Given the expected trend for increasing data volumes, along with their fragmentation in characteristics and constraints, it is vital to simplify the sourcing of datasets.



b. We retain received data As-Is

Retaining an unaltered and complete copy of any received data crossing the organisational boundary, plus the comprehensive circumstances under which it was received, is important for traceability, due diligence and safeguarding. Reuse of the data may require referencing back to the original source data for technical or commercial reasons. It may also be that any perceived inconsistencies or issues in the original source data are themselves a useful source of information, either for informatic analysis or quality assurance.

c. We prioritise data collection and analysis

It is advantageous to prioritise datasets for maximum possible impact. Prioritisation will be based upon the agreed process currently being defined.

d. We maximise the value of data

Additional value from existing datasets can be unlocked by cleaning, processing, aggregating and analysing it. We will also apply our expertise, knowledge of our customers and innovative techniques to generate new offerings.

e. We ensure our own datasets comply with the Data Principles

To maintain consistency and traceability, our own datasets must be safeguarded by the same principles that apply to externally sourced data. Making use of the same handling policies and ingestion processes ensures that the same quality control is applied throughout.

2. Data must be Safeguarded

a. One Way In and One Way Out

Having one channel for incoming and outgoing data reduces technological and administrative complexity, resulting in responsive offerings and reduced overheads. Customers and data suppliers will have a clear understanding of how to provide and access UKHO datasets. Coordination will likewise be enhanced if standards are maintained to a common scheme.



b. We own and protect data

Data will have an owner responsible for the application of the Data Principles to that data and its associated metadata. The owner will monitor the veracity, quality, protection and value for money of that data. Data will be protected against corruption, illegal access and unavailability.

c. We manage the data lifecycle

Accurate record-keeping of all changes made to a dataset, including timestamping and the originator of the change, will ensure transparency for assurance or compliance purposes. An external regulator or the original data provider may wish to audit, informally or otherwise, what actions have been carried out on the data and hence transparency will both mitigate corporate risks and enhance commercial relationships or trust.

d. We record data lineage

Further to capturing a snapshot of received data “as-is” for technical traceability, its lineage must also be comprehensively recorded for due diligence purposes. Maintaining an accurate and complete record of data lineage from source is key to ensuring that UKHO has the onward confidence and comfort to exploit the data in products and services.

3. Data must be Easy to Use

a. Our data has metadata

Accurate metadata describing the context of any dataset is vital for it to be discoverable within the organisation and consequently outside it. Agreed metadata standards aligned to regional or international conventions will increase the awareness and interoperability of UKHO offerings. Effective metadata is central to the information chain from UKHO to the ultimate end-user, since even excellent data will have limited impact without effective metadata. This includes the legal terms and conditions, onward-use restrictions, plus accurate details of the transmitting party and/or entitled legal owner of the data.



b. Our data is sharable

Offering data that can be expediently shared via agreed methods; technically, commercially and legally, will increase its overall value by multiple instances of use by different customers. Sharable data is an external analogue to “Source Once, Use Many” and increases the value of that shareable data asset.

c. Our data is standardised

Maintaining datasets to internationally agreed norms will increase the impact of UKHO data once shared. These include technical content, descriptive metadata and licensing norms. Providers who offer data that is readily exploitable in onward systems will have an advantage over those that do not; even if alternative data offers other advantages. Holding all data to a given standard enables a growing body of UKHO data that can be readily exploited in the future, opening further asset reuse opportunities.

d. Our data adheres to FAIR Principles

FAIR compliance is the industry agreed Best Practice for datasets to be Findable, Accessible, Interoperable and Reusable. Data that is FAIR compliant will be catalogued and discoverable, with methods to visualise and download the data. The data and metadata standards will enable datasets to work together and reusable data is not generated to fulfil a single purpose but will have the potential to feature in many different activities.

e. We present data appropriately

We present datasets in a way that best enables their exploitation and understanding. As an example, due consideration should be given to presenting geospatial data in an appropriate geospatial form.

4. Data must be Fit for Purpose

a. We define data purpose at an appropriate level

We must understand why a dataset exists and what purpose it is to be used for. Clear decision-making with accessible documentation of the rationale behind the provision of a given dataset is crucial for coordinating the information chain throughout the organisation. This information about a dataset must be readily accessible with the dataset itself.



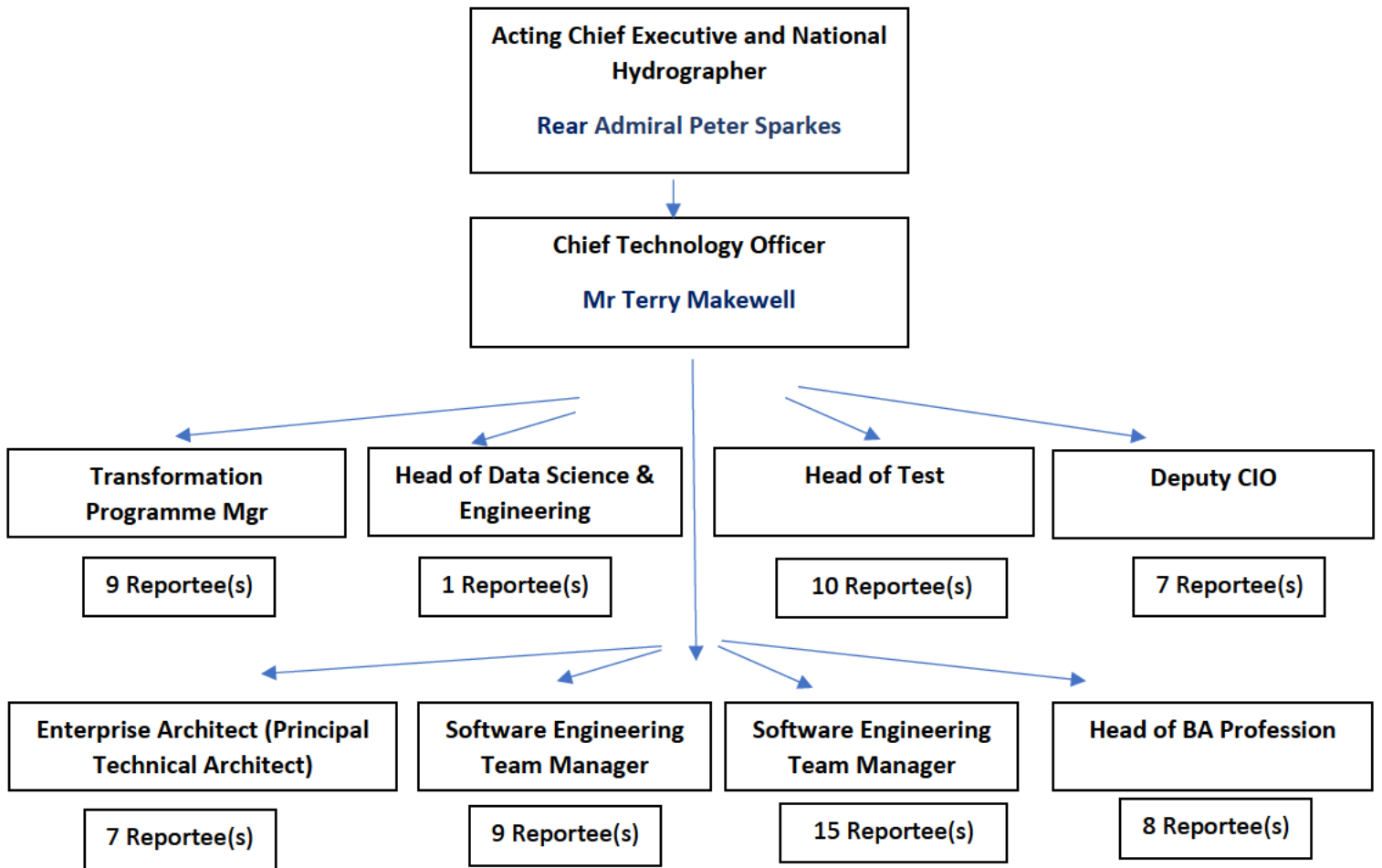
b. We define and understand data veracity

Data veracity is the degree to which a dataset including its associated metadata is accurate, precise and trusted. It includes the data lineage from the primary source and potentially their data suppliers, alongside temporal validity. It is these qualitative aspects which require documented value judgements to give a full and complete context to any technical dataset. The impact of any given dataset's veracity, including detailed terms and conditions, must be understood and how it effects the manner of its reception, storage, processing and onward provision or exploitation. Where possible quantitative measures of data veracity are recorded.

c. We monitor data veracity

The veracity of any given dataset is not static but is liable to change. This can originate from internal policy or platform changes; as well as legislative, regulatory or market developments. Changes in data veracity for a dataset should be recorded and disseminated when known.

IT Organisational chart





UK Hydrographic
Office

Business Plan 2021-2022



INTRODUCTION



Our business plan provides detail for us, MOD and our Board on what we intend to achieve in FY 2021-22.

It forms part of a set of business planning resources and is designed to be read in conjunction with the UKHO Corporate Plan 2021-2026.

Drawing together key UKHO business information, the business plan is intended as an internal resource.

WHO WE ARE

OUR PURPOSE

For safe, secure and thriving oceans

We are a world-leading centre for hydrography, specialising in marine geospatial data that supports defence and global shipping, whilst helping our customers and partners unlock a deeper understanding of the world's oceans and coastal environments.

UKHO is an executive agency and trading fund of the Ministry of Defence (MOD). This allows us to operate as a self-funded organisation at no additional expense to the taxpayer.

OUR VISION

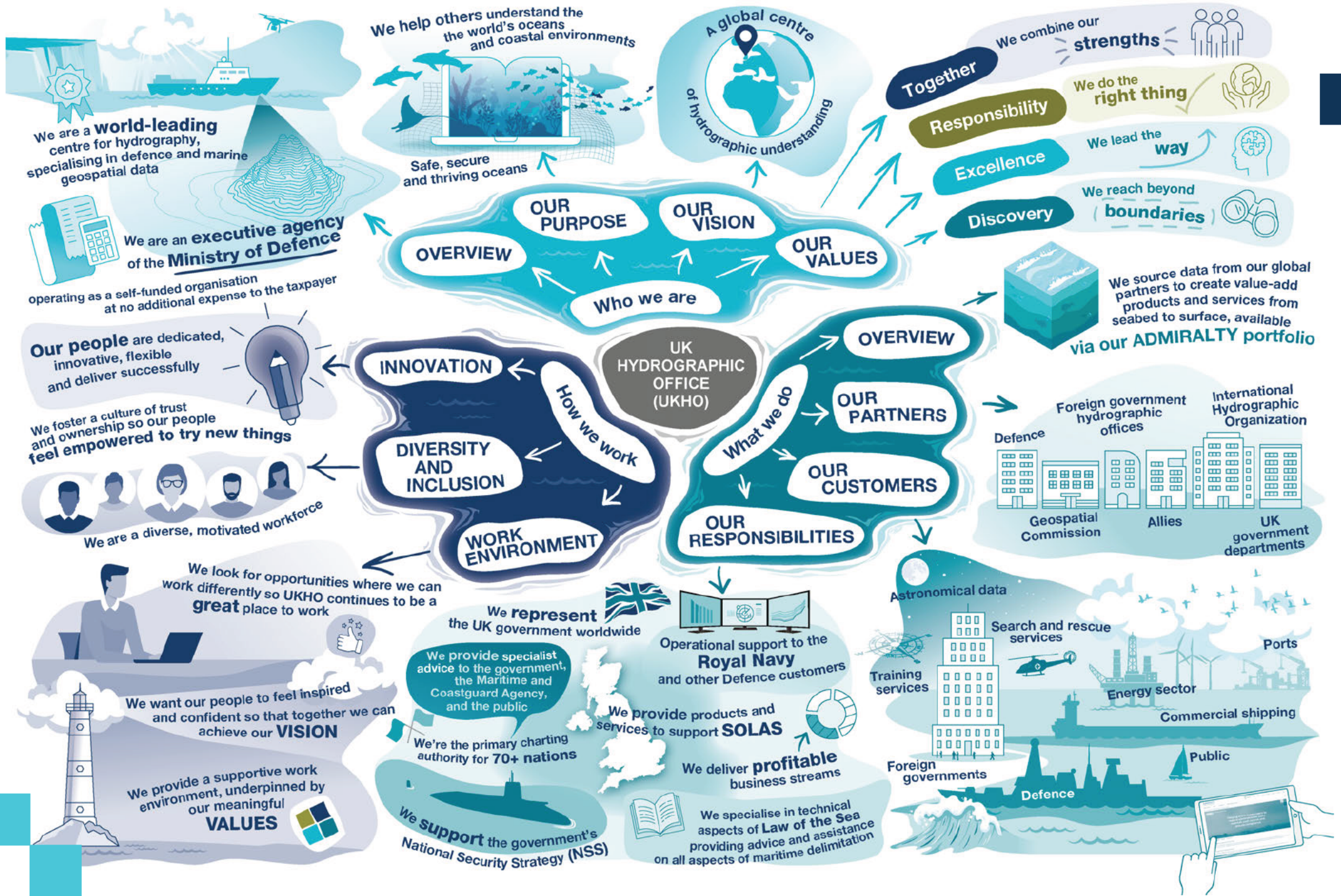
Be a global centre of hydrographic understanding.

OUR VALUES

Our values are an expression of what UKHO is like as an organisation and our behaviours.

They are central to achieving our vision – being a values-led organisation shows we are principled, focused and targeted.





OUR STRATEGIC PLANNING FRAMEWORK

IMPLEMENTATION

To implement our plans we rely on activities that are led and delivered at various levels and are centrally coordinated and monitored. Progress and performance is reported through the quarterly Business Reviews.

DELIVERY PLANS

Aligned to the strategy, the delivery plans outline the key priorities. Delivery plans will provide key elements to the business and detail how we are going to deliver our business plan and strategy, by showing:

- > the key priorities
- > how these contribute to the strategy
- > what the key risks are
- > how progress will be measured.

Corporate Plan 2021–2026

Objective 1
Serve Defence
and wider
government

Objective 2
Securing our
navigation
business

Objective 3
Developing
future maritime
opportunities

Objective 4
Building the
organisation for
the future

Business Plan 2021–2022

Delivery Plans 2021–2022

STRATEGIC OBJECTIVES

Business Plan 2021 deliverables



Strategic Objective 1: Serving Defence & wider Government

The UKHO discharges our National Security Strategy (NSS) responsibilities through the delivery of our vital Defence remit and fulfilment of our wider government coastal state obligations.

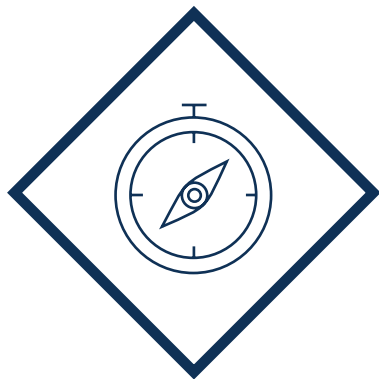


Sub-objective 1a	FY21/22 Deliverables
Deliver the Defence Service Definition Annex (SDA) and grow our support to the wider defence community	1. [REDACTED]
	2. [REDACTED]
Sub-objective 1b	FY21/22 Deliverables
Deliver our support to the UK's Safety of Life at Sea (SOLAS) obligations sustainably and ensure we meet our Public Task	1. [REDACTED]
	2. We have a plan to manage the lifecycle of future products supporting our SOLAS obligations
	3. Deliver all of UKHO's UK SOLAS outputs to agreed timescales and ensure the economics of delivering these SOLAS obligations are fully understood.
Sub-objective 1c	FY21/22 Deliverables
Drive the value and impact of our work to UK government	1. [REDACTED]
	2. [REDACTED]
	3. [REDACTED]
	4. [REDACTED]
	5. [REDACTED]

Strategic Objective 2:

Securing our navigation business

We retain and, where possible, enhance our market share of the global navigation business thereby ensuring the long-term viability of UKHO and enabling future investments in our business.



Sub-objective 2a	FY21/22 Deliverables
[Redacted]	1. [Redacted]
	2. [Redacted]
	3. Define and deliver proposition that meets the needs of all stakeholders and users of the small/leisure/work boat market
	4. [Redacted]

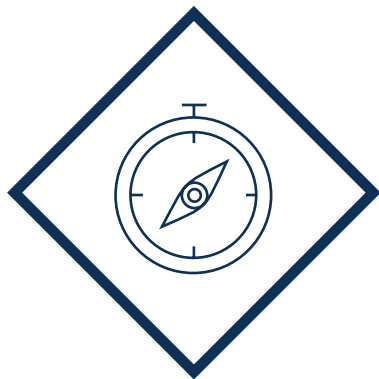
Sub-objective 2b	FY21/22 Deliverables
Generate sufficient margin on legacy products and services to sustain them until withdrawal	1. Build APCS Lite
	2. Use Existing CARIS Vector Paper chart capability, initially for small craft folios
	3. Build capacity (or reduce output) in BAU to facilitate Reshaping Paper delivery plans

Sub-objective 2c	FY21/22 Deliverables
Invest heavily in second and third generation digital navigation services to impactfully serve the global maritime market (the keystone to our financial viability)	1. Initial rollout of alpha S-100 services and longer-term plans in place to build credibility/market presence
	2. ADDS foundation capability in place and longer-term implementation plan defined
	3. Digital Sailing Directions alphas service demonstrates capability to meet user need

Strategic Objective 2:

Securing our navigation business

We retain and, where possible, enhance our market share of the global navigation business thereby ensuring the long-term viability of UKHO and enabling future investments in our business.



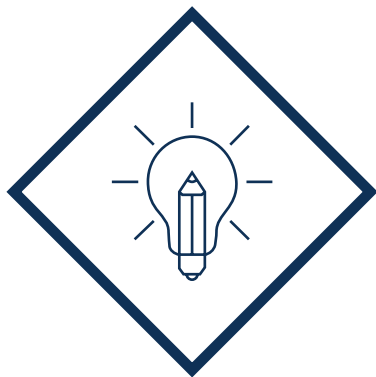
Sub-objective 2d	FY21/22 Deliverables
<p>Ensure the ADMIRALTY brand remains the global brand of choice within navigational services</p>	<ol style="list-style-type: none"> 1. Develop a 'digital-first' brand experience and engagement 'end-2-end' system which provides consistent application and touch-points across all our estate and stakeholders. 2. [Redacted] 3. Brand perception 'baseline' undertaken across brand estate and with key stakeholders

Sub-objective 2e	FY21/22 Deliverables
<p>[Redacted]</p>	<ol style="list-style-type: none"> 1. [Redacted] 2. [Redacted] 3. [Redacted]



Strategic Objective 3: Developing future maritime opportunities

To protect and sustain our leading position within the maritime sector, we will utilise our core capabilities – our people, our data, our relationships and our unrivalled market access – to diversify further within the blue economy and reduce our dependence on the core navigation market.



Sub-objective 3a

Develop products and services that enable decision-support solutions in adjacent markets, contributing to overall profitability

FY21/22 Deliverables

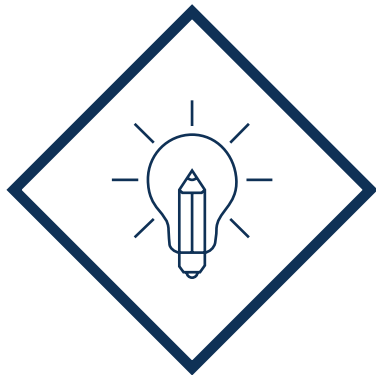
1. Define adjacent markets in terms of need for S-100 data services establish market entry strategy
2. Develop proposition to serve new market, pricing, licencing etc
3. Expand and mature marine data portal and APIs as the route to market for data services (including automated licensing and S-100 products) - same as 1c from 3b
4. Meet our obligation to Replace EasyTide with UK waters only solution. This will act as a test case for UKHO tidal APIs
5. Define a catalogue of professional services (including training) available based on existing deployment of expertise, with an agreed proposition, cost and pricing and identified internal lead actors
6. Internal organisation, governance, processes and business model (including pricing and cost models) in place to support a coherent external portfolio offering
7. A market entry strategy resulting in a prioritised pipeline of potential customers for professional services

8.



Strategic Objective 3: Developing future maritime opportunities

To protect and sustain our leading position within the maritime sector, we will utilise our core capabilities – our people, our data, our relationships and our unrivalled market access – to diversify further within the blue economy and reduce our dependence on the core navigation market.



Sub-objective 3b

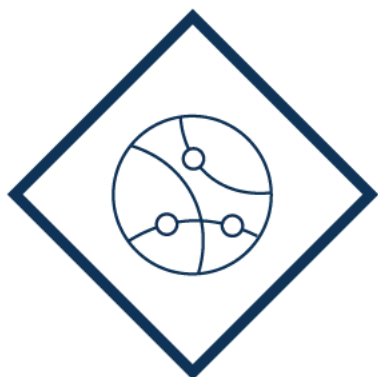
Develop products and services that enable decision-support solutions in new markets, contributing to overall profitability

FY21/22 Deliverables

1. Develop market entry strategy for new markets
2. Develop proposition to serve new market
3. Expand and mature the marine data portal and Application Programming Interfaces (APIs) as the route to market for data services (including automated licensing and S-100 products). Link with 3a & 1c.

Strategic Objective 4: Building the organisation for the future

To build and develop a high performing, innovative and responsive organisation fit to enable our 2030 strategy, confidently investing in the capabilities we need covering people, processes, technology, data, and property.

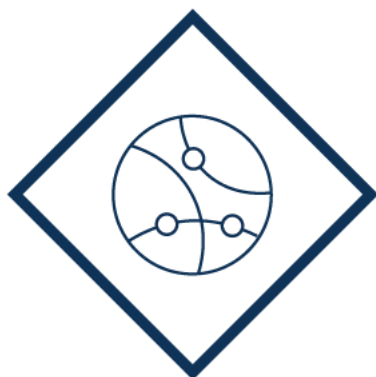


Sub-objective 4a	FY21/22 Deliverables
Deliver a business model, including a market model, which describes where we operate, and how we derive value; and an operating model which describes our customers, capability and financials.	<ol style="list-style-type: none"> 1. Understand current business model and current capabilities mapping 2. Design criteria principles agreed to our future business model and Target Operating Model (TOM) 3. High-level design for TOM agreed
Sub-objective 4b	FY21/22 Deliverables
Our operations are sustainable and our products and services contribute to healthy and sustainable oceans	<ol style="list-style-type: none"> 1. [REDACTED] 2. ELT and HOB environmental leads appointed and commit to environmental considerations being built into all practices and nominate divisional champions 3. UKHO's environmental impact is baselined.
Sub-objective 4c	FY21/22 Deliverables
Leaders role model our values and our people are empowered to work 'smarter' through effective leadership, trust and technology to succeed in an outcome driven culture	<ol style="list-style-type: none"> 1. Improve awareness of our values and understanding of what it means in our everyday work 2. Develop a more flexible approach to work, including when we work, how we work in a hybrid way and how we measure output 3. Focus on psychological safety including a peer review of appropriate behaviours, to improve inclusion and fair treatment. 4. Support senior managers to gain insight into their personal impact, asking for feedback of one another and role model our values

Strategic Objective 4:

Building the organisation for the future

To build and develop a high performing, innovative and responsive organisation fit to enable our 2030 strategy, confidently investing in the capabilities we need covering people, processes, technology, data, and property.



Sub-objective 4d

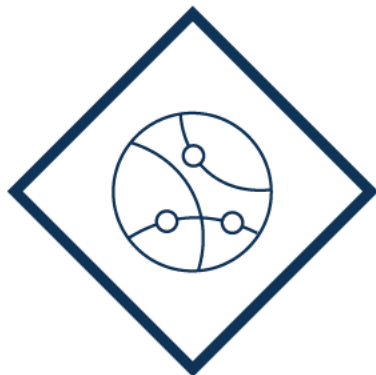
Improve the efficiency and effectiveness of our core business processes with data, technology and Data Science at the heart of our business



FY21/22 Deliverables

1. We have agreed the safety escalation trigger points and safety tools we use within our business processes
2. We take action to ensure existing systems are reliable, secure and protected.
3. Establish a high-level capability and process library with clear ownership, making sure that key processes are defined and understood
4. Make our Management Information discoverable so we can use it to aid decision making.
5. Investment in a data-led decision support framework to include AI, enables management and business decisions to be made, preparing our key data sets for future automation
6. Data [geospatial and business] is stored in accordance with our Data Principles meaning it is treated as an Asset, Safeguarded, Easy to Use and Fit for Purpose, measuring our MSDI status against a maturity matrix.
7. We've invested sufficiently in our resources to handle increases in data volumes.

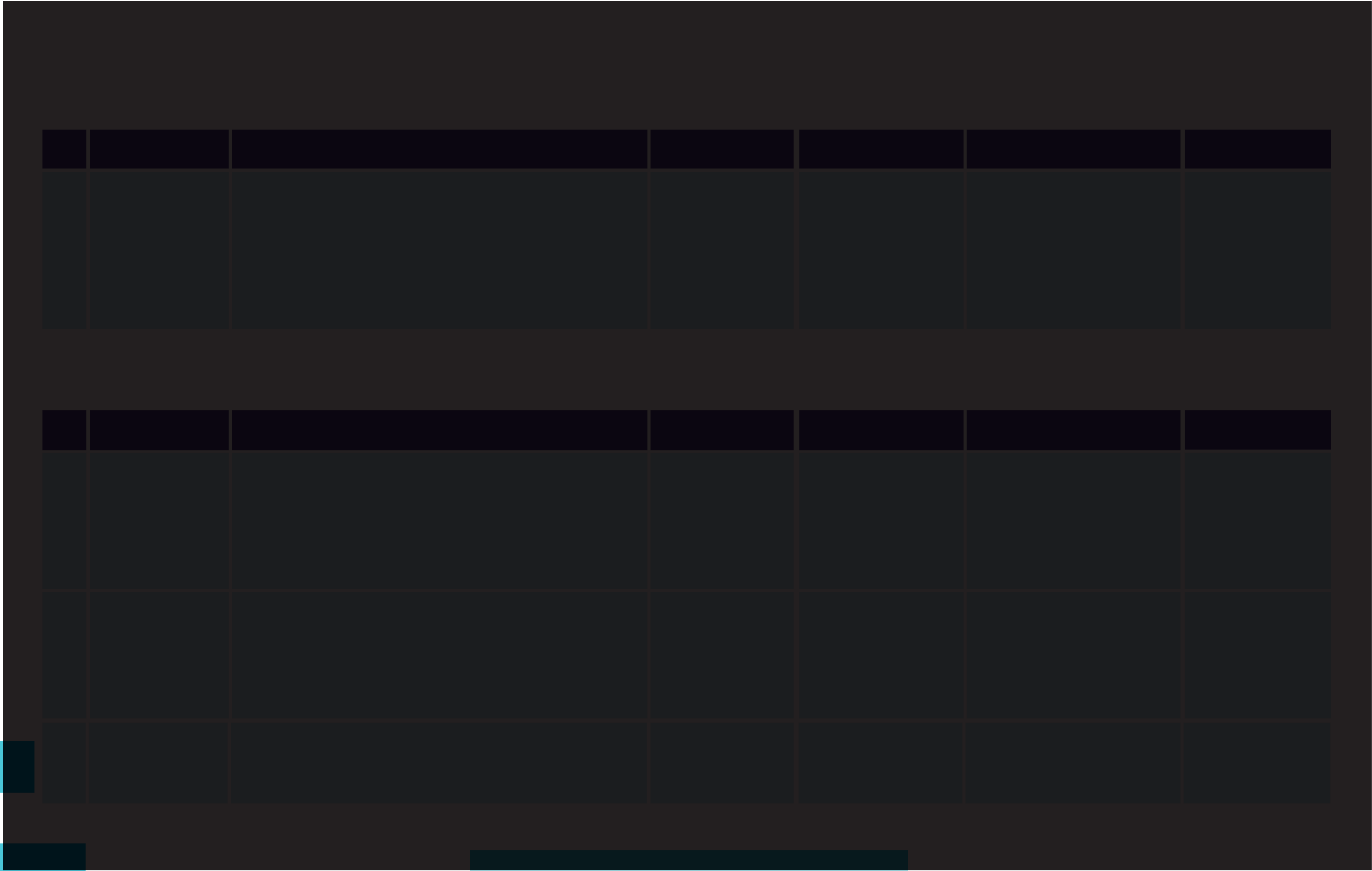
**Strategic Objective 4:
Building the organisation
for the future**

To build and develop a high performing, innovative and responsive organisation fit to enable our 2030 strategy, confidently investing in the capabilities we need covering people, processes, technology, data, and property.

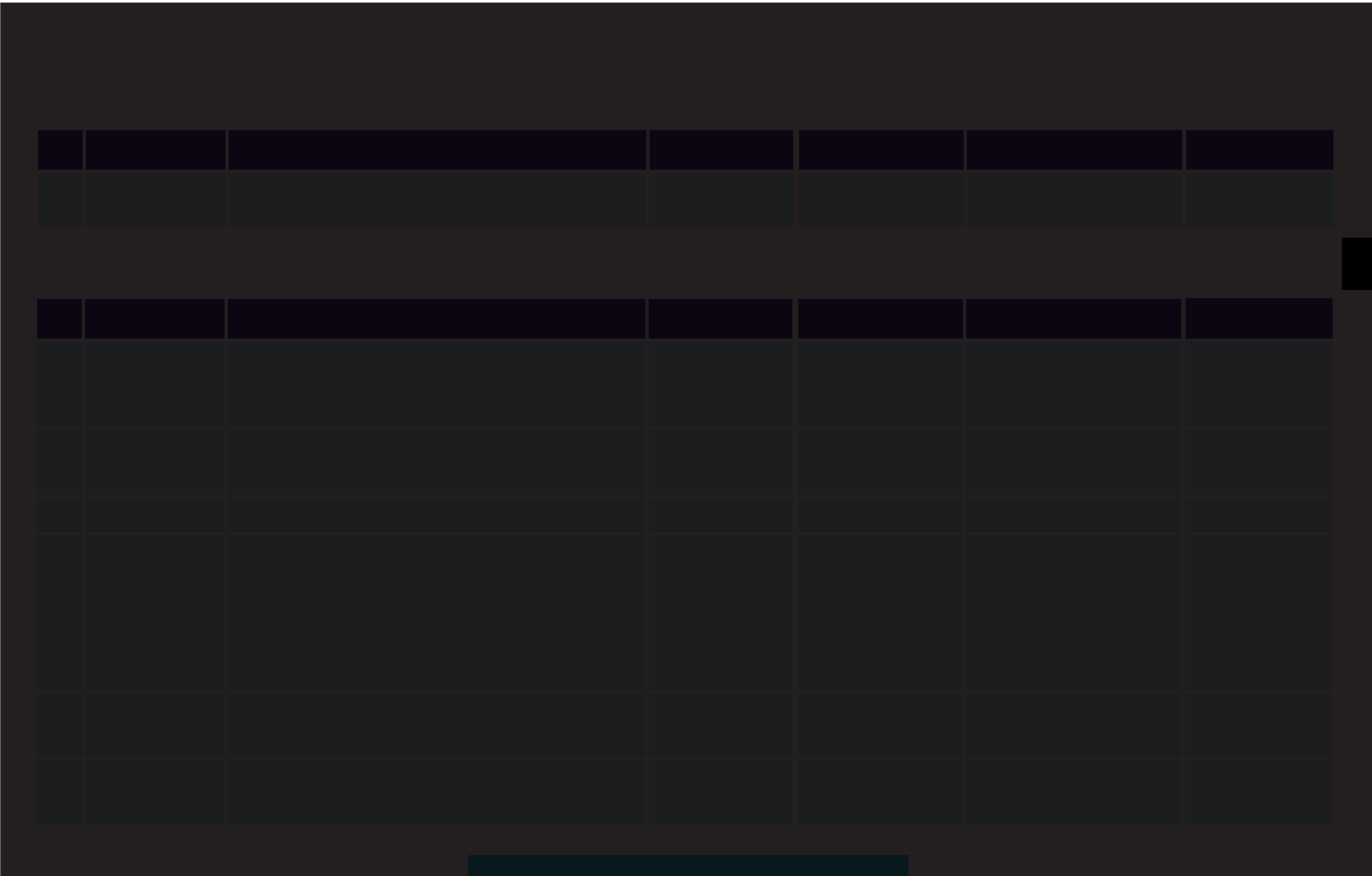


Sub-objective 4e	FY21/22 Deliverables
	1. 
	2. Increase staff experience, skills and knowledge through greater staff rotation across the organisation and cross government interchanges
	3. Improve the diversity of external candidates by creating a focus group to harness best practice and working collaboratively with external partners, improving our adverts and creating an Employee Value Proposition.

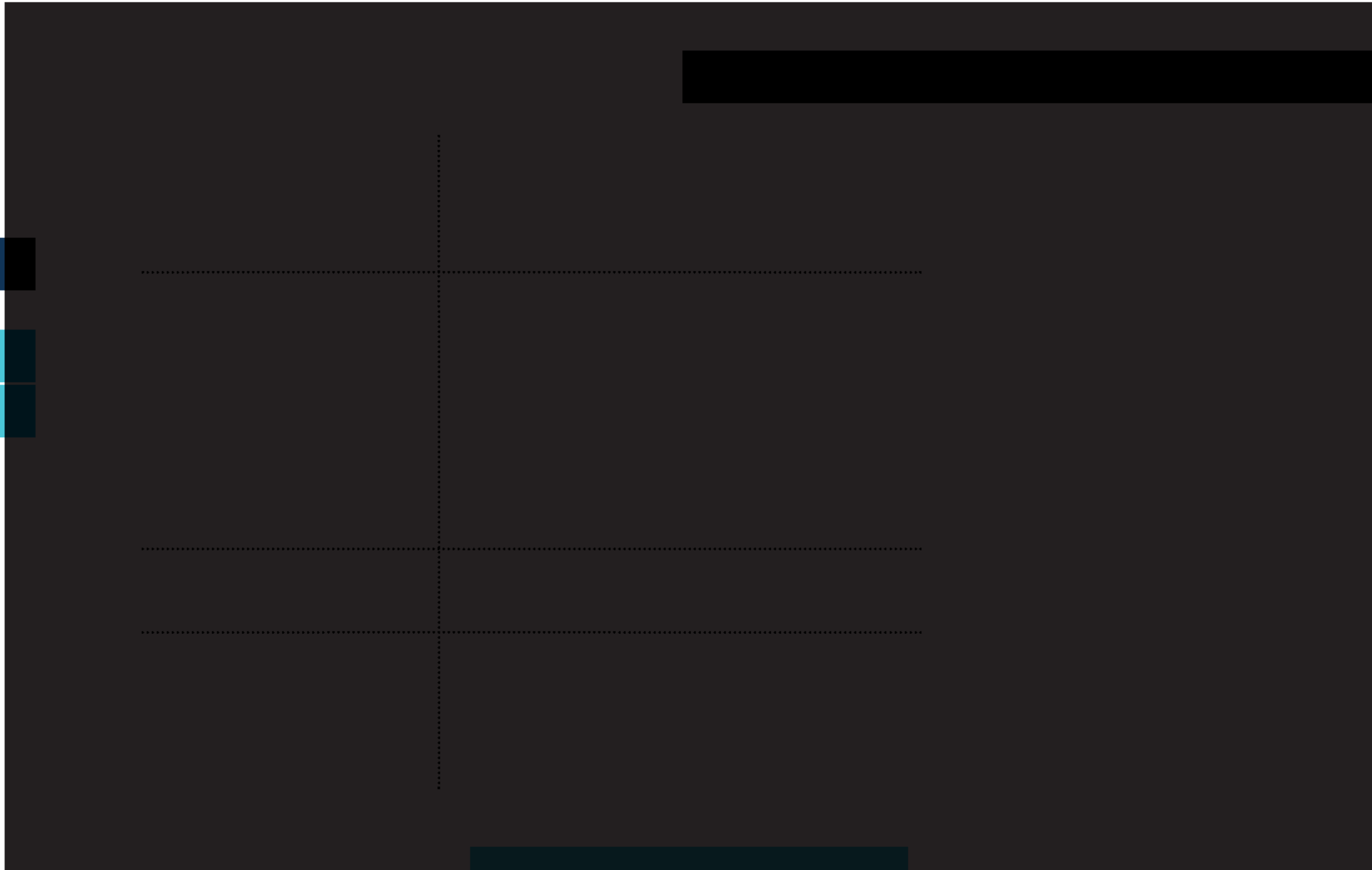
INCOME STATEMENT	Actual 2019/20 £'000	Forecast 2020/21 £'000	Budget 2021/22 £'000
Revenue ●	164,646	161,333	160,493
Gross margin	99,787 61%	93,126 58%	94,363 58%
Staff Costs ●	(42,245)	(43,680)	(48,324)
Other Costs	(21,462)	(20,145)	● (23,969)
Total Operating Costs	(63,707)	(63,825)	(72,293)
Gross Operating Profit	36,080	29,301	22,070
Project Costs	(3,024)	(3,305)	● (9,035)
Investments Capitalised	1,823	723	5,959
Net Operating Profit	34,879	26,719	18,994
Exchange rate & Interest received	2,995	612	36
Net Profit	37,874	27,331	19,030
Dividend ●	(41,800)	(32,500)	(12,500)
Year-end cash balance	97,951	101,197	106,903
In year ROCE	31.0%	24.0%	● 17.0%
Staff (FTE, Average)	826	829	● 922
Staff (FTE, @ year end)	826	868	● 943
HCVA	94.8	87.7	● 76.3



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INVESTMENTS FY21-22:



NOTES:

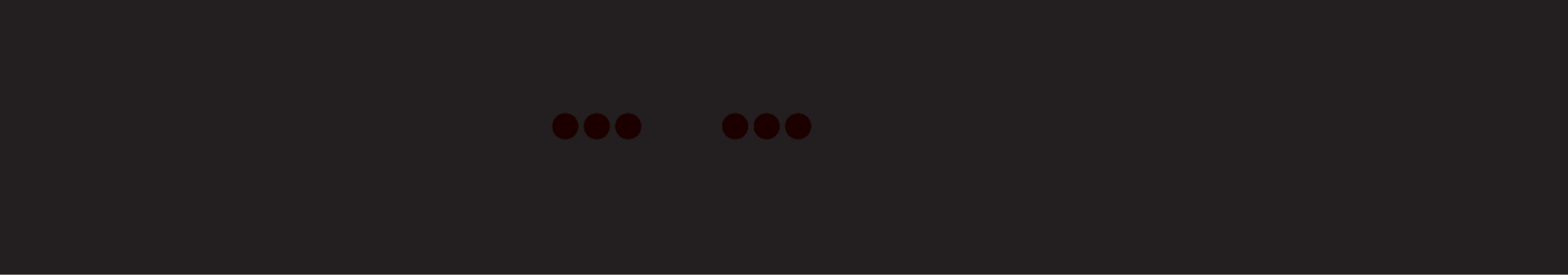


BP21 CORPORATE RISKS

Corporate Risks / Opportunities	Impact	Likelihood	Mitigation	Owner
<p>(SO2) There is a risk to our fundamental business model and automation opportunities with regard to data supply and quality.</p> <p>> we fail to maintain access to our data supply, > the data we hold is of poor quality.</p>	<p>Critical (Capability)</p> <p>● ● ●</p>	<p>High (51-74%)</p> <p>● ● ●</p>	<p>We ensure data is of sufficient quality to support our business requirements, including the potential for increased automation.</p> <p>We invest in and integrate both Data Science and Data Engineering capabilities alongside our core business.</p>	ELT (COO)
<p>(SO2) There is a risk we lose market position, due to not focussing our business on delivering our strategic objectives.</p> <p>> attempting to do too many things, > overloading the One Programme.</p>	<p>Critical (Financial)</p> <p>● ● ●</p>	<p>Very High (>75%)</p> <p>● ● ●</p>	<p>ELT focus on MoSCoW prioritisation, doing fewer things well and stopping non-strategic activity. Provide a clear single narrative to support priorities. We actively manage delivery of the One Programme priority projects. We refresh and resource our Business Assurance function and frameworks to improve our Governance, Risk and Compliance.</p>	ELT (CTO)
<p>(SO4) There is a risk that we cannot attract, retrain or engage our employees leading to a failure to deliver our strategy</p> <p>> through a disconnected workforce afraid to innovate > an organisation over reliant on use of contractors or third parties, therefore increasing our costs.</p>	<p>Severe (Outputs & Capability)</p> <p>● ● ●</p>	<p>High (51-74%)</p> <p>● ● ●</p>	<p>We act on People Surveys, increase connection with employees through quality conversations for development, recognition, listening to ideas and wellbeing. We develop a strategic workforce plan, identifying the future requirements with a clear plan to implement. Line Management development focusing on encouraging feedback. We offer reward incentives for marketable skills. We partner with DSTL and Met Office to create a local market and critical mass for scarce resource. More resilient HR and L&D team to support the anticipated demand.</p>	ELT (CPO)

BP21 CORPORATE RISKS

Corporate Risks / Opportunities	Impact	Likelihood	Mitigation	Owner
<p>(SO4) There is a risk to critical business activities, reputational and/or financial losses/ fines as the result of an attack on UKHO.</p> <p>> cyber, physical, personnel, internal, external due to the increasing number & sophistication of attacks.</p>	<p>Severe</p> <p>(Outputs & Capability)</p> <p>● ● ●</p>	<p>High</p> <p>(51-74%)</p> <p>● ● ●</p>	<p>Refresh Business Impact Analysis. Increase investment in Data Security alongside MOD. We maintain MOD Security Policy JSP440 and ISO27001 and work with MOD to conduct regular cyber security reviews. Review data centre resilience and stability and take appropriate action. Resourced and focussed business continuity plan.</p>	<p>ELT (CTO)</p>



A photograph of a mangrove forest with dense, reddish-brown prop roots and green leaves against a clear blue sky. A white rectangular box is overlaid on the left side of the image, containing the title text.

ASSUMPTIONS & DEPENDENCIES

1. First generation products (paper and digital) will continue through the lifetime of this plan.
2. S-100 priorities are based on user need, considering all stakeholders in the value chain (suppliers, distributors and end users) as users of our services
3. There is a critical path dependency on CARIS delivering their S-102 capability as a COTS solution

6. We have the data permissions for both maintaining and expanding existing permissions but also getting access to new data
7. We will be able to meet initial demand for data services using some manual process and paper license agreements
8. Our ability to deliver the plan is based on the COVID-19 situation staying the same or improving
9. Business cases are approved for investment cases as planned in the priorities