

# ICO25 Performance Scorecard

## Objective one: Safeguard and empower people

### Performance Measures

Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will assess and respond to 80% of Data Protection complaints within 90 days	Charter Measure	87.0%	96.2%	92.7%	88.2%	64.8%	84.8%	Red	The result in Q4 is due to a number of factors, with an increase in intake being the most significant, whilst carrying a number of vacancies. We received 39,721 DP complaints in 2023/24 compared to 33,753 the previous year, an increase of 17.6%. Throughout 2023/24, we have introduced a number of continuous improvement initiatives to enhance our service. We have seen increased productivity quarter on quarter, however our efficiencies did not outweigh our intake volumes. For 2024/25, we are considering a range of process and digital options to improve in the longer term, though we anticipate that performance against this measure is likely to further reduce until these are realised.
Less than 1% of our Data Protection complaints caseload will be over 12 months old		0.4%	0.3%	0.2%	0.2%	0.1%	0.1%	Green	We continue to exceed our performance in this area and currently have 13 cases that are over 12 months old. Our management team has close oversight of these cases and we are working proactively to ensure that our customers are kept up to date.

#### Key to RAG ratings\*

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Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
In 100% of cases, the Parliamentary and Health Service Ombudsman (PHSO) do not uphold a complaint about the ICO		100%	100%	100%	100%	100%	100%	Green	In Q4 we received 7 PHSO complaints, none of which were upheld by the PHSO during the quarter. Across 2023/24 there were 43 complaints, none of which were upheld during the year. Due to the nature of reporting timeframes and time needed to consider cases, it should be noted that new case outcomes do not always align directly with the quarter in which the complaint is made. However, we will report any upheld cases, whether new within the quarter or first received in previous quarters, in the quarter where the complaint is upheld. No new or older complaints were upheld during 2023/24.
We will investigate and respond to 90% of service complaints within 30 calendar days <i>(Combined measure of service complaints across all teams)</i>	Charter Measure	86.5%	84.7%	88.8%	91.2%	90.9%	89.1%	Green	100 out of 110 service complaints were investigated and responded to within 30 calendar days during the quarter. Our continued focus on improving our performance in this important work area has helped us to streamline our approach and to ensure that this work is progressed in line with service standards
95% of investigations close within 12 months of starting		72.4%	86.7%	90.9%	97.6%	97.6%	93.5%	Green	Across the Directorate 83 investigations were closed in Q4, with only 2 cases not meeting the closure target. This continues a consistent theme of improvement throughout the year and performance exceeding our ICO25 target in the last two quarters. As part of the delivery of Better Regulatory Interventions, we either do not commence or we deprioritise investigations where our regulatory intervention is assessed as lacking value/impact or does not meet the ICO's strategic causes or objectives. Accordingly, the volume of casework, where the majority of our investigations did not result in any form of regulatory action, has declined markedly across the course of the reporting year.

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Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will respond to 100% of Information Access Requests within statutory deadlines	Charter Measure	97.9%	96.4%	98.2%	97.3%	98.4%	97.6%	Amber	The ICO has set an ambitious target of 100% against this measure, achieving 97.6% this year (our highest annual compliance rate since 2017/18), and peaking at 98.4% in Q4. We are continuing to engage with teams across the office to improve processes and promote awareness and understanding of how we handle information access requests in order to reduce late cases and increase efficiency in our request handling.
We will achieve a customer satisfaction index (CSI) score of 74		Annual measure	70.2	Annual measure	Annual measure	Annual measure	70.2	Not Applicable	Our most recent corporate customer satisfaction index (CSI) score of 70.2 was reported at Q1; an improvement of 0.8 since our first customer survey. Our overall ambition is to achieve a score of 74 over the lifespan of ICO25. Our improvement sits positively against a backdrop of other organisations seeing an overall reduction in satisfaction of 2 points. However, in a tough economic climate, we recognise that to increase satisfaction levels further, we will need to deliver a customer service digital and cultural transformation programme in line with our ICO25 ambitions.

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## Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
awareness of data protection rights, and understanding of how to exercise these rights, with particular attention to understanding how information rights can benefit certain socio-economic groups from underrepresented or vulnerable communities	Objective one: Safeguard and empower people	14% (awareness of all DP rights)	14% of respondents to our Public Attitudes on Information Rights (PAIR) study were aware of all data protection rights. Individual rights encompass a range of awareness, from 46% being aware of the right of erasure, to 36% being aware of the right of access. Overall, 27% of respondents were not aware that they hold any of the data protection rights. <i>NB: PAIR figures reported in this scorecard are from the second phase of the research. The results from a much smaller, first phase gave us an in-year indication of progress against these measures and were previously published on our website.</i>
the number of people able to use individual data protection rights effectively as demonstrated by a reduction in number of upheld complaints about exercising rights	Objective one: Safeguard and empower people	76%	In our PAIR study, we have measured the proportion of people that have reported using a data protection (DP) right and the number of people satisfied with that. By far the most popular right to use is the termination of marketing material via electronic means such as unsubscribing from e-mailing lists, and the satisfaction with the result of applying that right is stable (68%-69%). There is a relatively low take-up of the other DP rights, such as access or erasure, where about 1 in 10 have used one.
diversity in the customers accessing our services (including our public-facing live services, our guidance and our website information)	Objective one: Safeguard and empower people	See commentary	Whilst we don't currently measure this, through the development of online tooling, this may become more available in the future from further contact analysis.
awareness of the ICO and confidence in what we do	Objective one: Safeguard and empower people	22%	53% of the public say they have heard of the ICO, whilst only 22% have heard of and know a little about what we do.

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## Objective two: Empower responsible innovation and sustainable economic growth

### Performance Measures

Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will resolve 80% of written enquiries within 7 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Charter Measure	89.5%	86.6%	84.5%	88.2%	92.0%	87.9%	Green	We have further improved our performance against this measure in Q4 to ensure that our customers receive good quality, timely replies to their enquiries.
We will resolve 99% of written enquiries within 30 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Charter Measure	97.5%	97.9%	98.0%	98.6%	99.3%	98.5%	Green	We have further improved our performance against this measure in Q4 to achieve our target and ensure that our customers receive good quality, timely replies to their enquiries.
We will answer 80% of calls within 60 seconds <i>(Combined public advice and business services calls)</i>	Charter Measure	80.2% (public advice)	77%	84%	88%	86%	84%	Green	Overall during Q4, 60,501 calls were answered within 60 seconds out of 70,492 calls answered (86%). Across the year, 228,638 calls were answered within 60 seconds out of 273,338 calls answered (84%). <i>NB: From Q1 2023/24 this measure has been expanded to include both public and business advice calls to provide a fuller picture of our service provision. Previously reported quarter figures for 2022/23 are public advice calls only, and caution is advised when making direct comparisons.</i>

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Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will answer 80% of live chats within 60 seconds (Combined public advice and business services live chats)	Charter Measure	93% (public advice)	84%	85%	90%	92%	88%	Green	During Q4, there was further improvement in both business services and public advice, with both services performing above 90%. Overall across 2023/24, a combined total of 47,618 chats were answered within 60 seconds out of 54,256 chats answered (88%). <i>NB: From Q1 2023/24 this measure has been expanded to include both public and business advice calls to provide a fuller picture of our service provision. Previously reported quarter figures for 2022/23 are public advice calls only, and caution is advised when making direct comparisons.</i>
We will refer or close 80% of personal data breach reports within 30 days	Charter Measure	62.1%	84.3%	83.0%	69.0%	63.5%	72.7%	Red	We received 1,072 breach reports in March, the second-highest monthly intake of the financial year. Overall, we received 11,681 in 2023/24; an increase of 30% on last year. We have made some small changes to our service that should increase the hours available to the team for dealing with the breach reports we received. We have also conducted an end-to-end review of the cyber breach process to identify more significant changes we can make to deal with our rising data breach report intake more quickly. We hope to complete this work by the middle of this year.
Less than 1% personal data breach reports will be over 12 months old		0.4%	0.2%	0.1%	0.1%	0.0%	0.0%	Green	There were no cases over 12 months old at the end of March 2024.

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Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
90% of our audit recommendations are accepted in full or in part		100%	99%	89%	100%	99%	97%	Green	14 audits were completed in Q4. 296 recommendations were made, of which 294 were accepted or partially accepted, and 2 were rejected. We completed 64 audit engagements in the course of 2023/24, consisting of 48 audits and 16 follow-up audits. In the course of those audits we made over 1,000 recommendations of which 97% were accepted or partially accepted. When we came to undertake follow-up audits we found that 95% of our recommendations had been completed or were in progress.
80% of accepted recommendations, in full or in part, are completed or being actioned		94%	97%	97%	94%	95%	95%	Green	3 follow-ups were completed in Q4. 121 recommendations had been accepted or partially accepted. 68 had been completed, 48 were in progress and 5 had not been started at the time of the follow-ups.
We will respond to 100% of prior consultation submissions within statutory timeframes	Charter Measure	100%	100%	N/A (None received)	100%	N/A (None received)	100%	Not Applicable	There were no prior consultation submissions in Q4. This means that the total for the year comes to 140, all of which were responded to within statutory timeframes. Taking out the spike associated with the unique circumstances surrounding the British Medical Association submissions in Q3, the overall trend of prior consultation is down this year. The introduction of the DPBI Bill appears to be removing this duty on controllers after a 12-month lead-in period, however, we will be preparing processes for the expected voluntary submission of 'risk assessments' and how these will be accepted, handled and delivered.

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## Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
agreement that work of the ICO reduces compliance costs	Objective two: Empower responsible innovation and sustainable economic growth	31%	Of organisations that were aware of the ICO (59% of respondents), 31% agreed that the work of the ICO reduces compliance costs. 37% neither agreed nor disagreed, and 8% did not know. 23% of respondents disagreed that the work of the ICO reduces compliance costs. The findings indicate higher proportion of agreement for medium and large organisations.
agreement that data protection laws are an enabler of business	Objective two: Empower responsible innovation and sustainable economic growth	32%	32% of all respondents agreed that DP laws have been an enabler to business. 35% neither agreed nor disagreed, and 6% did not know. 26% of respondents disagreed that DP laws have been an enabler to business. The findings indicate that as organisation size increases, DP laws are increasingly perceived as enablers.
agreement that the ICO is clear about what the law requires	Objective two: Empower responsible innovation and sustainable economic growth	72%	Of organisations that were aware of the ICO (59% of respondents), 72% agreed that the ICO is clear about what the law requires. 18% neither agreed nor disagreed, and 4% did not know. 5% of respondents disagreed that the ICO is clear about what the law requires. The findings indicate higher proportion of agreement for medium and large organisations.

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## Objective three: Promote openness and transparency

### Performance Measures

Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will reach a decision and respond to 90% of Freedom of Information concerns within 6 months	Charter Measure	73.6%	93.3%	96.3%	97.4%	95.3%	95.5%	Green	Although we committed to achieving 80% against this measure in ICO25, based on significantly improved performance, we set a more ambitious target of 90% for 2023/24, which has been achieved each quarter. The volume of new complaints presents challenges to achieving this measure moving into the new financial year, with year-on-year volumes up by 47%, which is expected to continue, in addition to challenges with our available resources. Our performance in 2023/24 will however support this measure in the first few months of 2024/25.
Less than 1% of our Freedom of Information caseload will be over 12 months old		6.3%	4.9%	3.4%	2.8%	0.1%	0.1%	Green	Following implementation of the recovery plan, a year of working with Cabinet Office to clear the remaining backlog cases has been completed with all remaining Cabinet Office backlog cases now closed. There remains one case over 12 months old which is due to an information notice being appealed to the Tribunal, for which we await the outcome.
66% of Freedom of Information tribunal hearings in our favour		87%	83%	82%	76%	57%	74%	Red	Data is reported in-year as a quarterly snapshot; during Q4, 72 First-tier Tribunal (FTT) cases were closed, of which 41 were successfully defended (57%). (NB: 'Successfully defended' is outcomes other than 'Allowed', 'Part-Allowed' and 'Consent Order'). Over the whole year, 221 out of 297 cases were successfully defended, so our outturn performance for 2023/24 stands at 74%. (NB: as previously reported in-year figures are snapshots, these do not directly align with our final outturn figure)
We will publish 100% of our FOI case outcomes		100%	100%	100%	100%	100%	100%	Green	Details of all our closed case outcomes can be found in our published FOI dataset on the ICO website under 'About the ICO' - 'Our information' - 'Complaints and concerns datasets'. All decision notices are also published on the ICO website under 'Action we've taken' - 'Decision notices'.

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Measures	Charter Service Standard Measures	2022/23 Q4	2023/24 Q1	2023/24 Q2	Previous Quarter 2023/24 Q3	Latest Quarter 2023/24 Q4	2023/24 Outturn	RAG Status Q4	Q4 Comments
We will publish all recommendations made in our FOI complaints handling work		On track (combined measure)	100%	100%	100%	100%	100%	Green	All recommendations are published on the ICO website under 'Action we've taken' - 'FOI Regulatory Action'.
We will publish all recommendations made in our audit work		On track (combined measure)	100%	100%	100%	100%	100%	Green	8 executive summary reports were published in Q4. <i>NB: This measure reports the number of executive summaries published against the total number due for publication whilst we develop an approach where we will publish a digest of the recommendations that have been made. There may be occasion where we do not publish an executive summary, for instance where regulatory action is being considered or confidentiality concerns have been raised. These are exceptions and will be noted in commentary.</i>

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## Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
awareness of access to information rights, and understanding of how to exercise these rights, with particular attention to understanding how information rights can benefit certain socio-economic groups from underrepresented or vulnerable communities	Objective three: Promote openness and transparency	36%	36% of the public report awareness of the right to subject access. 33% are aware of the right to make a freedom of information request
the number of people being able to use individual access to information rights effectively as demonstrated by a reduction in number of upheld complaints about exercising rights	Objective three: Promote openness and transparency	20%	20% of the public have asked an organisation to provide copies of personal information relating to them. 54% of these were satisfied with the result. 16% of respondents report having made a freedom of information request and 55% of that group report satisfaction with the result.
improved compliance in request response timeliness across the public sector	Objective three: Promote openness and transparency	See commentary	We issued a record eight enforcement notices over the last 12 months, which have addressed backlogs affecting over 3,000 information requests. Whilst there is no centralised source of all public sector response times, a recent study published by eCase ('The State of FOI in the UK Public Sector', which surveyed 70 public authorities as a means of addressing the gap) found that: "66% of organisations met the on-time response target [of] ensuring 90% of FOI requests were answered within 20 days".
compliance with the right of access, demonstrated by a reduction in the number of complaints to us regarding the right of access	Objective three: Promote openness and transparency	39% of our data protection complaints work	We received 39,721 data protection complaints in 2023/24 compared to 33,753 in 2022/23. Broadly speaking the range of complaints and sectors that they relate to has remained comparable to previous years. Article 15 complaints, which are about the right of access, account for most of our data protection complaints work at 38.74%. We issued 35,332 outcome decisions offering advice and recommendations to improve information handling. In some of the cases, we didn't think there had been an infringement of the law, or the complainant had come to us too early. We are seeing a higher demand for our services and so our caseload has increased to 9,168. We are therefore exploring ways that we can maximise our efficiency by focusing on complaints where there is clear detriment, and on interventions where we can make the most impact.

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## Objective four: Continuously develop the ICO's culture, capacity and capability

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
increased awareness of what we are going to prioritise and deprioritise from both staff and stakeholders and of how these decisions are made	Objective four: Continuously develop the ICO's culture, capacity and capability (Prioritising with simplicity and agility)	See commentary	Our next people survey is scheduled for later in 2024, baselining views across a range of issues including our priorities.
identification of clear objectives and delivery within agreed milestones for all PACE work	Objective four: Continuously develop the ICO's culture, capacity and capability (Prioritising with simplicity and agility)	100%	Our Portfolio Delivery PACE approach supports ICO25 by 'Getting Our Priority Work Done'; working in a manner that reduces complexity, so that emerging high-level risks and opportunities are identified, prioritised, and resolved quickly. PACE means: Prioritise, Act, Collaborate and Engage. At the start of 2023/24, we initiated 3 PACE projects ( <a href="#">Tracing agents</a> ; <a href="#">period and fertility apps</a> and <a href="#">electronic tagging of migrants</a> ) and successfully completed these and delivered outcomes by the end of the year (100%). 2 additional PACE projects were initiated in October 2023 and are on track to conclude in 2024/25.
increased number of stakeholders agreeing that the ICO understands the issues they face	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	49%	Of organisations that were aware of the ICO (59% of respondents), 49% agreed that the ICO understands the issues that organisations face. 31% neither agreed nor disagreed, and 7% did not know. 13% of respondents disagreed that the ICO understands the issues that organisations face.
increased agreement that ICO guidance is proportionate, accessible and tailored	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	See commentary	We use Website Survey data to gauge feedback on our guidance. In 2023/24, 45% of members of the public reported that they could find the guidance they need, and 61% said they understood it.

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Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
increased agreement that our impact assessments take account of a broad range of society and the economy	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	See commentary	Our impact assessment work is underpinned by our <a href="#">Impact Assessment Framework</a> , which we publicly consulted on and published in 2023. This sets out our approach to using IAs and ensuring we consider societal and economic impacts in our decision-making processes. This forms part of our ongoing commitment to good practice and providing regulatory certainty and transparency around our decision-making.  Overall, over the last year approximately 25 interventions went through our internal IA screening and engagement process. We have published 11 finalised impact assessments (IAs), which weigh the costs and benefits of our actions. All of our IAs demonstrate the positive impact of our work and are published on <a href="#">our website</a> . In addition, we are currently making progress on a further eight IAs.
reduction in the percentage of organisations that feel that data protection laws are a barrier for trading with businesses	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	28%	Of the organisations where data protection laws have placed constraints on their core activities, 28% indicated that data protection laws had placed constraints that had made trading with other businesses more challenging.
reduction in the number of avoidable or unnecessary contacts	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary	Whilst some advisory content is available online, through the transformational journey of Customer Services, the online tooling with accessible information will be a focus of development for customer self-help.
increased agreement that our codes and guidance are being used and followed and are making a difference	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary	Our Website Survey feedback is presented below; overall there were 6.6 million visitors to our site over the last 12 months, with 25.8 million page views across the year.

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increased number of stakeholders report that they got the information they needed from the ICO quickly and clearly	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary	We use Website Survey data to gauge feedback on our guidance. In 2023/24, 43% of organisations reading guidance on the website said it was easy to find and 53% said it was easy to understand. 45% of members of the public could find the guidance they need and 61% said they understood it.
reduction in number of avoidable advice calls and written enquiries from members of the public and businesses	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary	Whilst some advisory content is available online, through the transformational journey of Customer Services, the online tooling with accessible information will be a focus of development for customer self-help.
increased confidence that stakeholders understand our likely regulatory position on a range of issues	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	72%	Of organisations that were aware of the ICO (59% of respondents), 72% agreed that the ICO is clear about what the law requires. 18% neither agreed nor disagreed, and 4% did not know. 5% of respondents disagreed that the ICO is clear about what the law requires. The findings indicate higher proportion of agreement for medium and large organisations.
increased agreement that the ICO is clear about what the law requires	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)		
reduction in the percentage of businesses who said they spent a disproportionate amount of time working out the requirements of the UK data protection law	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	See commentary	To baseline this we will be using the UK Business Data Survey from the Department for Science, Innovation and Technology, and are awaiting publication of the survey for 2023.
increase in the percentage of businesses who said they found ICO guidance to be clear and easy to understand	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	53%	We use Website Survey data to gauge feedback on our guidance. In 2023/24, 43% of organisations reading guidance on the website said it was easy to find and 53% said it was easy to understand.

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Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	Comments
increased confidence from stakeholders that we understand and anticipate developments in the external environment	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	49%	Of the organisations that were aware of the ICO (59% of respondents), 49% agreed that the ICO understands and anticipates developments in the markets it regulates. 32% neither agreed nor disagreed, 13% did not know. 6% disagreed that the ICO understands and anticipates developments in the markets it regulates.
reduction in the percentage of businesses who said data protection had prevented the implementation of a new or improved product, business model or product	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	19%	Of the organisations where data protection laws have placed constraints on their core activities, 19% said that data protection law had prevented implementation of a new or improved business model or product. 40% said that they had been unsure about adopting an innovative product or service for which compliance was unclear.
overall financial year-end outturn is within +/-3% of income	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	0% (Provisional; see commentary)	The outturn variance this year is 0% as we have utilised our Reserves and therefore this balances the funding position overall. The actual expenditure outturn is 2.3% lower than we had forecast it to be in February, but 1.8% higher overall than we had budgeted at the outset of the financial year. <b>Note these are draft, pre-audited end of year results and are subject to change.</b>
increased staff engagement	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	See commentary	Our next people survey is scheduled for later in 2024, and engagement will therefore be baselined in 2024/25.
increase in the percentage of organisations who have heard of the ICO and know what it is	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	59%	59% of businesses were aware of the ICO and its work. 17% neither agreed nor disagreed, and 1% did not know. 23% were not aware of the ICO and its work.

**Key to RAG ratings\***

Green = at, or above, target ; Amber = within 10% of target; Red = more than 10% away from target

(\*except for measures targeting 'less than 1%') Green = at, or less than, 1%; Amber = between 1% and 2% ; Red = greater than 2%